

Message

From: Lance, Kathleen [Lance.Kathleen@epa.gov]
Sent: 12/12/2022 7:06:47 PM
To: Enobakhare, Rosemary [Enobakhare.Rosemary@epa.gov]; Dickerson, Aaron [dickerson.aaron@epa.gov]; Michalos, Maria [Michalos.Maria@epa.gov]; O'Brien, Grant [OBrien.Grant@epa.gov]

Depart 206 en route Blackstone

Message

From: O'Brien, Grant [OBrien.Grant@epa.gov]
Sent: 12/12/2022 7:09:37 PM
To: Enobakhare, Rosemary [Enobakhare.Rosemary@epa.gov]; Dickerson, Aaron [dickerson.aaron@epa.gov]; Michalos, Maria [Michalos.Maria@epa.gov]; Lance, Kathleen [Lance.Kathleen@epa.gov]

FYI, no designated hold space at Blackstone

Message

From: Lance, Kathleen [Lance.Kathleen@epa.gov]
Sent: 12/12/2022 8:30:27 PM
To: Enobakhare, Rosemary [Enobakhare.Rosemary@epa.gov]; Dickerson, Aaron [dickerson.aaron@epa.gov]; Michalos, Maria [Michalos.Maria@epa.gov]; O'Brien, Grant [OBrien.Grant@epa.gov]

Depart Blackstone en route LGA 330

Message

From: Dickerson, Aaron [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=D0440D9F06994021827E0D0119126799-DICKERSON,]
Sent: 12/11/2022 8:08:00 PM
To: Ex. 6 Personal Privacy (PP)
CC: Utech, Dan [Utech.Dan@epa.gov]; Blythers, Dorien [Blythers.Dorien@epa.gov]; Lance, Kathleen [Lance.Kathleen@epa.gov]
Subject: 2022 12 12 ADM Regan Schedule

10:45AM-11:15AM EDT

Ex. 5 Deliberative Process (DP)

1:30PM-2:00PM EDT

2:30PM-3:30PM EDT

Meeting with Blackstone

Location: 345 Park Avenue, New York NY
43 Board of Directors Room – 43rd Floor

Ct: Rosemary Enobakhare

Press: Closed

Planned Participants:

-Administrator Regan

-Rosemary Enobakhare

-Maria Michalos

-Kathleen Lance

Aaron Dickerson
Senior Special Assistant
Office of the Administrator
U.S. EPA
Cell: 202-689-4794

Message

From: Dickerson, Aaron [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=D0440D9F06994021827E0D0119126799-DICKERSON,]
Sent: 12/11/2022 8:11:21 PM
To: Lance, Kathleen [Lance.Kathleen@epa.gov]; Utech, Dan [Utech.Dan@epa.gov]; Blythers, Dorien [Blythers.Dorien@epa.gov]; Lucey, John [Lucey.John.D@epa.gov]; Enobakhare, Rosemary [Enobakhare.Rosemary@epa.gov]; Michalos, Maria [Michalos.Maria@epa.gov]; McCabe, Janet [McCabe.Janet@epa.gov]; Hoffer, Melissa [Hoffer.Melissa@epa.gov]; Arroyo, Victoria [Arroyo.Victoria@epa.gov]; Wachter, Eric [Wachter.Eric@epa.gov]; Carroll, Timothy [Carroll.Timothy@epa.gov]; Laverdiere, Maria [Laverdiere.Maria@epa.gov]; Monger, Jon [Monger.Jon@epa.gov]; Niebling, William [Niebling.William@epa.gov]; Harney, Alethea [Harney.Alethea@epa.gov]; Hoover, Zealan [Hoover.Zealan@epa.gov]; Flom, Hannah [Flom.Hannah@epa.gov]; Prieto, Jeffrey [Prieto.Jeffrey@epa.gov]; Cascone, Gabriella [Cascone.Gabriella@epa.gov]; O'Brien, Grant [OBrien.Grant@epa.gov]; Atkinson, Emily [Atkinson.Emily@epa.gov]; Drinkard, Andrea [Drinkard.Andrea@epa.gov]; Gibson, Neshawne [Gibson.Neshawne@epa.gov]; Morgan, Ashley [Morgan.Ashley.M@epa.gov]; Rodriguez, Juliana [Rodriguez.Juliana@epa.gov]
CC: Meza, Michelle [Meza.Michelle@epa.gov]
Subject: 2022 12 12 Administrator Regan Schedule

ADMINISTRATOR MICHAEL S. REGAN

Monday, December 12, 2022

Travel to New York, NY

Weather:	
Washington, DC	High: 47 degrees/ Low: 28 degrees, Precipitation: 5%, Partly Cloudy
Charleston, WV	High: 42 degrees/ Low: 26 degrees, Precipitation: 11%, Partly Cloudy
Attire:	Business
PSD: DC AM	Ex. 6 PP / Ex. 7(C)
PSD: NY	Ex. 6 PP / Ex. 7(C)
PSD: DC PM	Ex. 6 PP / Ex. 7(C)

5:45AM EDT

7:00AM EDT-8:19AM EDT

Ex. 5 Deliberative Process (DP)

8:35AM EDT

9:30AM-10:00AM EDT

10:45AM-11:15AM EDT

11:15AM-1:00PM EDT

1:00PM EDT

Ex. 5 Deliberative Process (DP)

1:30PM-2:00PM EDT

Ex. 5 Deliberative Process (DP)

2:00PM EDT

2:30PM-3:30PM EDT

Meeting with Blackstone

Location: 345 Park Avenue, New York NY
43 Board of Directors Room – 43rd Floor

Ct: Rosemary Enobakhare

Press: Closed

Planned Participants:

- Administrator Regan
- Rosemary Enobakhare
- Maria Michalos
- Kathleen Lance

3:30PM EDT

Ex. 5 Deliberative Process (DP)

5:59PM EDT-7:32PM

7:45PM EDT

Ex. 5 Deliberative Process (DP)

7:00AM EDT-8:19AM Ex. 5 Deliberative Process (DP)

5:59PM EDT-7:32PM

Ex. 5 Deliberative Process (DP)

Appointment

From: scheduling [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=A09DF6A2E7DD4552A8D6ECD14F44506B-SCHEDULING]
Sent: 12/12/2022 3:04:18 AM
To: **Ex. 6 Administrator Regan**
Subject: Depart NBC Studios en route Blackstone
Location: 345 Park Avenue (New York, NY)
Start: 12/12/2022 7:00:00 PM
End: 12/12/2022 7:06:00 PM
Show Time As: Tentative

Required Attendees: **Ex. 6 Administrator Regan**

Appointment

From: scheduling [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=A09DF6A2E7DD4552A8D6ECD14F44506B-SCHEDULING]
Sent: 12/12/2022 3:06:03 AM
To: Ex. 6- Administrator Regan
Subject: Meeting with Blackstone Leadership
Location: 345 Park Avenue (New York, NY)
Start: 12/12/2022 7:30:00 PM
End: 12/12/2022 8:30:00 PM
Show Time As: Tentative

Required Attendees: Ex. 6- Administrator Regan

Planned Participants:

- Administrator Regan
- Rosemary Enobakhare
- Maria Michalos
- Kathleen Lance
- Blackstone Leadership Team

Appointment

From: scheduling [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=A09DF6A2E7DD4552A8D6ECD14F44506B-SCHEDULING]
Sent: 12/12/2022 3:06:58 AM
To: **Ex. 6 Administrator Regan**
Subject: Depart Blackstone en route LaGuardia Airport (LGA)
Start: 12/12/2022 8:30:00 PM
End: 12/12/2022 9:00:00 PM
Show Time As: Tentative

Required Attendees: **Ex. 6 Administrator Regan**

Message

From: Dickerson, Aaron [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=D0440D9F06994021827E0D0119126799-DICKERSON,]
Sent: 12/11/2022 5:33:12 PM
To: Lance, Kathleen [Lance.Kathleen@epa.gov]
Subject: NY LxL
Attachments: 0100 2022 12 12 line x line.docx

Hi Kathleen

Here is the draft LxL with the information I had. If you could complete or send me the sketch and I'll complete. I have all the materials except for the Blackstone meeting if it happens. Everything else is all set and ready to be uploaded into digital book.

Thanks.

Aaron Dickerson
Senior Special Assistant
Office of the Administrator
U.S. EPA
Cell: 202-689-4794

ADMINISTRATOR MICHAEL S. REGAN

Monday, December 12, 2022

Travel to New York, NY

Weather:	
Washington, DC	High: 47 degrees/ Low: 28 degrees, Precipitation: 5%, Partly Cloudy
Charleston, WV	High: 42 degrees/ Low: 26 degrees, Precipitation: 11%, Partly Cloudy
Attire:	Business
PSD: DC AM	Ex. 6 Personal Privacy (PP)
PSD: NY	Ex. 6 Personal Privacy (PP)
PSD: DC PM	Ex. 6 Personal Privacy (PP)

Ex. 5 Deliberative Process (DP)

8:35AM EDT

Ex. 5 Deliberative Process (DP)

9:30AM-10:00AM EDT

10:45AM-11:15AM EDT

1:30PM-2:00PM EDT

Ex. 5 Deliberative Process (DP)

2:30PM-3:30PM EDT

Meeting with Blackstone
Location: Alm Room
Ct: Rosemary Enobakhare
Press: Closed
Planned Participants:
-Administrator Regan
-Rosemary Enobakhare

3:30PM EDT

Ex. 5 Deliberative Process (DP)

5:59PM EDT-7:32PM EDT

7:45PM EDT



Event Memo - XXX
Printed on MM/DD/YYYY

Filed: MM/DD/YYYY X:XX AM/PM (FOR SCHEDULING) (if updated note in italics and in green font).

APPROVED BY: [Insert consulted department heads. If other stakeholders have been consulted, but have not approved, please note that in the text of the memo.]

EVENT MEMO
December 7, 2022

MEMORANDUM FOR THE ADMINISTRATOR

FROM: Rosemary Enobakhare, Office of Public Engagement and Environmental Education (OPEEE), 202-573-4614, enobakhare.rosemary@epa.gov

CC: AO, OAR

SUBJECT: Meeting with Blackstone Leadership Team

EVENT DATE: Monday, December 12, 2022

TIME: 2:30PM – 3:30PM ET

LOCATION: Blackstone Office – 345 Park Avenue, NY, NY 10154

ATTIRE: Business

WEATHER: Partly Cloudy, High of 42

STAFFING: Rosemary Enobakhare, 202-573-4614

I. STATEMENT OF PURPOSE

This meeting is a meet and greet between **YOU** and the leadership team at private equity firm, Blackstone. Jonathan (Jon) Gray, Blackstone’s President and COO, will also stop by. This is an introductory meeting to start a relationship with the Blackstone team. They would like to have an open dialogue about infrastructure, energy, and sustainability. This is an opportunity for **YOU** to share what the Agency

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is doing and how to leverage private dollars into infrastructure. **YOU** will also learn more about Blackstone and what they are working on.

II. KEY POINTS

Inflation Reduction Act

- The IRA makes historic investments that are expected to reduce U.S. GHG emissions by approximately 40% by 2030.
- The IRA gives EPA 41.5 billion dollars in appropriated funds to support 24 new and existing programs.
- Some key provisions are:
 - Low Emissions Electricity Program – Funds (\$68M) to reduce emissions from domestic electricity generation and use largely building off partnership programs like ENERGY STAR and Green Power Partnership. This program underscored Congress’ interest in the Agency investing in the transition and provided us with resources to assess our strategy.
 - Resources to enhance the transparency of Corporate GHG Reporting.

Implementation of the Infrastructure Investment and Jobs Act (BIL)

- EPA is investing more than \$60 billion in the health, equity, and resilience of American communities, with environmental justice and equity as a key pillar of implementation.
- Funding for EPA programs through the Bipartisan Infrastructure Law includes:
 - More than \$50 billion to improve our nation’s drinking water, wastewater, and stormwater infrastructure.
 - More than \$5 billion for cleaning up longstanding pollution in communities.
 - \$5 billion for decarbonizing the nation's school bus fleet through new electric and low-emission school buses.
 - \$100 million for the Pollution Prevention (P2) Program and the launch of a new program targeting environmental justice.

Power Sector

In March, **YOU** outlined a comprehensive vision for the power sector and made a firm commitment to achieving a cleaner power sector and doing so in a way that provides regulatory certainty and a long-term planning horizon for companies, regulators, and investors; that maintains reliable and affordable electricity for families and businesses; and that creates jobs and economic opportunities.

III. BACKGROUND

Blackstone's Approach to Environmental, Social and Governance (ESG)

Blackstone believes that Environmental, Social and Governance principles are crucial to developing strong, resilient companies and assets that deliver long-term value for their investors. They implement initiatives, such as promoting sustainability and diversity, that are designed to make their companies stronger and more resilient. They have chosen to prioritize decarbonization, diversity and good governance.

Blackstone's Emissions Reduction Program

Over the last decade, Blackstone has helped its portfolio companies and properties improve their energy efficiency—generating meaningful savings while positively impacting the environment. In January 2021, they announced their Emissions Reduction Program and started implementing a new goal of reducing Scope 1 and Scope 2 carbon emissions for new assets globally where they control the energy usage by 15% in aggregate over the first three years of ownership.

Inflation Reduction Act Funding

The Inflation Reduction Act established the Greenhouse Gas Reduction Fund – a \$27 billion fund that will provide competitive grants to states, local governments, tribes and eligible non-profit financing institutions to mobilize financing and leverage private capital for clean energy and climate projects that reduce greenhouse gas emissions, with an emphasis on projects that benefit low-income and disadvantaged communities – and help advance the Biden-Harris Administration's commitment to environmental justice. EPA will seek input on the types of entities, projects and financial structures that will best achieve the program objectives.

Implementation of the Infrastructure Investment and Jobs Act (BIL)

The Bipartisan Infrastructure Law (BIL) is a once-in-a-generation investment that will create millions of jobs modernizing our infrastructure, turn the climate crisis into an opportunity, and put us on a path to win the economic competition for the 21st century.

As a result of this legislation, EPA is investing more than \$60 billion in the health, equity, and resilience of American communities, with environmental justice and equity as a key pillar of implementation.

Funding for EPA programs through the Bipartisan Infrastructure Law includes:

- **More than \$50 billion to improve our nation's drinking water, wastewater, and stormwater infrastructure.**
 - This is the largest federal investment in water infrastructure in our nation's history.
 - There are still 6 to 10 million lead services lines in communities across the country, many of which are in communities of color and low-income neighborhoods. Because of the investments in the Bipartisan Infrastructure Law, millions of American families will no longer have to fear the harmful health effects caused by lead and other pollutants in their water.
 - National treasures and economic engines like the Chesapeake Bay, the Great Lakes, the Gulf of Mexico and Puget Sound, will be better protected.
- **More than \$5 billion for cleaning up longstanding pollution in communities.**
 - More than one in four Black and Hispanic Americans live within 3 miles of a Superfund site. With this funding, communities living near many of the most serious uncontrolled or abandoned releases of contamination will finally get the protections they deserve.
 - Blighted and polluted sites in communities across America will be assessed, cleaned up and made available for safe reuse, spurring job creation and economic opportunity in areas that need it most.

- **\$5 billion for decarbonizing the nation's school bus fleet through new electric and low-emission school buses.**
 - More than 25 million children ride the bus to school each day, many breathing polluted air from diesel school buses.
 - By deploying electric and lower emission school buses, fewer children will face increased asthma risks and other health problems linked to diesel air pollution.
 - In October, EPA awarded nearly \$1 billion to nearly 400 school districts for electric and lower-emission school buses, which will deliver cleaner air for communities across the country.
- **\$100 million for the Pollution Prevention (P2) Program and the launch of a new program targeting environmental justice.**
 - More businesses will be able to get assistance to reduce toxic pollutants, cut water usage, improve efficiency, and lower costs, which will improve their operations while better protecting the communities in which they operate.

EPA's BIL programs are expected to create tens of thousands of good-paying jobs each year.

Power Sector Vision

- In March, **YOU** outlined a comprehensive vision for the power sector and committed to deploying all the Agency's tools and authorities to address the full suite of climate, public health, and environmental justice impacts of the power sector.
- Through this comprehensive approach EPA is looking to provide regulatory certainty and a long-term planning horizon that allows states, grid operators, and power companies to make informed investment and planning decisions and preserves the ability of the industry to deliver reliable and affordable electricity.
- Earlier this year, EPA proposed to reaffirm the "appropriate and necessary" finding that provides legal, scientific, and economic underpinning for the Mercury and Air Toxics Standards for power plants – also known as MATS. We are working to finalize that finding by the end of this year.

- Based on comments we received on that proposal as well as other information EPA has requested from industry, we are considering whether more protective air toxics standards are warranted through a review of the MATS Risk and Technology Review – also known as the RTR – which we expect to propose in early 2023.
- EPA continues to work on proposals to address greenhouse gas emissions from both new and existing power plants under Section 111 of the Clean Air Act and plans to issue those in early 2023.
- In August, EPA opened a non-regulatory docket to collect public input that will inform the Agency’s efforts to reduce emissions of greenhouse gases from new and existing fossil fuel-fired electric generating units – or EGUs. This docket will be open for public comment until EPA issues a notice of proposed rulemaking with a separate docket. We will provide opportunity for public comment on any future proposed rulemaking(s) for EGUs through formal comment period(s). *Internal only, not for public* – The regulatory docket is expected to open in April after OMB review. The non-regulatory docket will close in advance of that.

Ex. 5 Deliberative Process (DP)

- In some of our outreach conversations so far, power generators have emphasized the critical importance of affordable and reliable electricity for consumers.
- We’ve heard an interest in pathways to expedite the transition of the fleet and continue the momentum toward clean energy.
- The electric cooperatives have emphasized the importance of the “three Ts” – timing, technology, and transmission.
- We also hear strong support for flexibility – both for states and industry - and for the role utilities see for natural gas to keep the grid moving and promote renewables.

Oil and Gas Regulations

Event Memo - XXX

Printed on MM/DD/YYYY

- In November 2021, EPA proposed a rule for new and existing oil and gas sources that will achieve major reductions in methane, a potent greenhouse gas that was identified in the most recent IPCC source for urgent action.

IV. PARTICIPANTS

Blackstone Leadership

- Jonathan Gray, President and COO
- Elizabeth Lewis, Managing Director and Deputy Head of Environmental, Social and Governance (ESG)
- Mike Shapiro, Government Relations Managing Director
- Sean Klimczak, Global Head of Infrastructure and Senior Managing Director
- Kurt Summers, Senior Managing Director and Head of Public-Private Partnerships in Infrastructure

V. PRESS PLAN

Meeting with Blackstone Leadership Team will be CLOSED press.

VI. SEQUENCE OF EVENTS

- **YOU** arrive to the building and are greeted by Blackstone's lobby security officer
- A Blackstone representative will meet you in the lobby and escort **YOU** to the reserved elevator upstairs to take **YOU** to the 43rd floor
- **YOU** arrive to the 43rd floor reception and are greeted by a Blackstone representative who will escort you to the meeting room
- Blackstone team will kick off the meeting and begin round of introductions
- They will turn it over to **YOU** to introduce yourself
- Blackstone team will provide a brief overview of their Infrastructure, Energy, and ESG investments and initiatives
- **YOU** will provide remarks/ comments

[PAGE] of [NUMPAGES]

Printed on MM/DD/YYYY

Event Memo - XXX

Printed on MM/DD/YYYY

- Blackstone team will begin a discussion around infrastructure, electric vehicles, power plants, and clean energy
- Blackstone team will wrap it up and ask **YOU** for any final remarks
- A Blackstone representative will escort **YOU** back down to the lobby
- **YOU** depart

VII. HOST INFO

Blackstone is a global investment business investing capital on behalf of pension funds, large institutions, and individuals. Their mission is to create long-term value for their investors through the careful stewardship of their capital. They invest on behalf of the world's largest institutional investors, including endowments, sovereign wealth funds and pension funds that provide retirement benefits for over 31 million teachers, firefighters, nurses, and others.

VIII. ATTACHMENTS

N/A

IX. AUDIENCE AND NOTABLE ATTENDEES

The audience is comprised of environmental and sustainability leaders within Blackstone. They closely follow environmental policy, particularly on infrastructure, energy, and sustainability and the green bank. Jonathan Gray, President and COO, will stop by the meeting to say hi.

BIOGRAPHIES OF PARTICIPANTS

Jonathan Gray, President and COO



Jonathan (“Jon”) Gray is President and Chief Operating Officer of Blackstone, and is a member of Blackstone’s Board of Directors. He sits on its Management Committee and most of its investment committees. Mr. Gray previously served as the firm’s Global Head of Real Estate, which he helped to build into the largest real estate platform in the world. He joined Blackstone in 1992. Mr. Gray currently serves as Chairman of the Board of Hilton Worldwide. He also serves on the board of Harlem Village Academies. Mr. Gray and his wife, Mindy, established the Bassett Center for BRCA at the University of Pennsylvania School of Medicine focused on the prevention and treatment of BRCA related cancers. They also established NYC Kids RISE in partnership with the City of New York to accelerate college savings for low income children. Mr. Gray received a BS in Economics from the Wharton School, as well as a BA in English from the College of Arts and Sciences at the University of Pennsylvania.

Elizabeth Lewis, Managing Director and Deputy Head of Environmental, Social and Governance (ESG)



Prior to joining Blackstone, Ms. Lewis was at the International Finance Corporation (IFC), the private sector part of the World Bank Group, leading engagement with investors, NGOs, governments, and other stakeholders on climate change and diversity. Prior to joining IFC, Ms. Lewis was a Partner and Director of Strategy and Business Development for Terra Alpha Investments. Prior to that, she established World Resources Institute’s Sustainable Investing Program and served as WRI’s Head of Sustainable Investing. Earlier in her career, Ms. Lewis was a Principal at Global Environment Fund, a private equity fund focused on clean energy and sustainable forestry. Ms. Lewis started her career at Booz Allen Hamilton, advising clients in their evaluation of alternative energy technologies and solutions. Ms. Lewis holds an AB in Environmental Science and Public Policy from Harvard College and an MBA from Harvard Business School. She serves as a Trustee and Chair of the Nominating and Governance Committee for the Maryland/DC Chapter of The Nature Conservancy.

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Michael Shapiro, Government Relations Managing Director



Before joining Blackstone, Mr. Shapiro was Deputy Assistant Secretary for Economic Policy at the U.S. Department of Transportation. Prior to joining the Biden Administration, Mr. Shapiro was a founding team member and Vice President at Sidewalk Infrastructure Partners (SIP), a company backed by Alphabet (the parent company of Google) and Ontario Teachers' Pension Plan (OTPP) that owns, acquires, and invests in advanced infrastructure, where he was responsible for the origination, diligence, and execution of investments, as well as public-private partnerships, government relations, and external communications. He previously led economic policy for Hillary Clinton's 2016 Presidential campaign, and served in roles in economic policy at the White House and Executive Office of the President in the Obama Administration. Mr. Shapiro holds a B.A. from the Princeton University School of Public and International Affairs, and a J.D. from Yale Law School.

Sean Klimczak, Global Head of Infrastructure and Senior Managing Director



Sean Klimczak is the Global Head of Infrastructure and a Senior Managing Director. Since joining Blackstone in 2005, Mr. Klimczak has been involved in the execution of numerous Blackstone investments, including Applegreen, Autostrade per l'Italia (ASPI), Carrix, Cheniere Energy Partners, FirstEnergy, Hotwire Communications, Invenergy Renewables, Phoenix Tower International, QTS Realty Trust, Signature Aviation, Tallgrass Energy, Sithe Global, Fistera, Custom Truck One Source, Meerwind, GridLiance, and Transmission Developers.

Kurt Summers, Senior Managing Director and Head of Public-Private Partnerships in Infrastructure

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Kurt Summers is a Senior Managing Director and Head of Public-Private Partnerships in the Infrastructure Group. In this capacity, Mr. Summers is responsible for investment strategies in partnership with governments, public entities, civic and labor organizations, and broader stakeholders to help advance local infrastructure priorities and will also focus on advancing Blackstone Infrastructure’s Environmental, Social and Governance (“ESG”) efforts.

Message

From: Ex. 6 Personal Privacy (PP)
Sent: 12/11/2022 9:53:44 PM
To: Dickerson, Aaron [dickerson.aaron@epa.gov]
CC: Ex. 6 Personal Privacy (PP); Lance, Kathleen [Lance.Kathleen@epa.gov]; O'Brien, Grant [OBrien.Grant@epa.gov]; Meza, Michelle [Meza.Michelle@epa.gov]; Rodriguez, Juliana [Rodriguez.Juliana@epa.gov]
Subject: Re: 2022 12 12 Administrator Regan Schedule
Attachments: 0100 2022 12 12 line x line.docx

PSD copies, thanks.

Ex. 6 Personal Privacy (PP)
U.S. Environmental Protection Agency
Protective Service Detail
Cell: Ex. 6 Personal Privacy (PP)

On Dec 11, 2022, at 3:06 PM, Dickerson, Aaron <dickerson.aaron@epa.gov> wrote:

Attached is the Administrator's schedule for Monday, December 12, 2022.

Thanks.

Aaron Dickerson
Senior Special Assistant
Office of the Administrator
U.S. EPA
Cell: 202-689-4794

Appointment

From: Etheridge, Wesley [Wesley.Etheridge@Blackstone.com]
on behalf of Shapiro, Michael [Michael.Shapiro@Blackstone.com]
Sent: 12/13/2022 1:27:09 PM
To: Willis, Sharnett [Willis.Sharnett@epa.gov]; Dickerson, Aaron [dickerson.aaron@epa.gov]

Subject: Zoom: Zealan Hoover and Mike Shapiro Post-EPA Meeting Debrief
Location: Ex. 6 Personal Privacy (PP)

Start: 12/13/2022 9:00:00 PM
End: 12/13/2022 9:25:00 PM
Show Time As: Tentative

Recurrence: (none)



Hi there,

Michael Shapiro is inviting you to a scheduled Zoom meeting.

Join Zoom Meeting

Meeting URL: Ex. 6 Personal Privacy (PP)

Join by Telephone

For higher quality, dial a number based on your current location.

Dial:

US: +1 646 558 8656 or +1 646 931 3860 or +1 301 715 8592 or +1 305 224 1968 or +1 309 205 3325 or +1 312 626 6799 or +1 253 215 8782 or +1 346 248 7799 or +1 360 209 5623 or +1 386 347 5053 or +1 507 473 4847 or +1 564 217 2000 or +1 669 444 9171 or +1 669 900 6833 or +1 689 278 1000 or +1 719 359 4580 or +1 253 205 0468 or 877 853 5247 (Toll Free) or 888 788 0099 (Toll Free)
United Kingdom: +44 203 481 5240 or +44 203 901 7895 or +44 208 080 6591 or +44 208 080 6592 or +44 330 088 5830 or +44 131 460 1196 or +44 203 481 5237 or 0 800 031 5717 (Toll Free)
Singapore: +65 3129 4891 or +65 3129 4892 or +65 3158 7288 or +65

3165 1065 or 800 852 6054 (Toll Free)
Hong Kong SAR: +852 5803 3730 or +852 5803 3731 or +852 5808
6088 or +852 3008 3297 or +852 3012 6283 or 800 906 780 (Toll
Free) or 800 931 189 (Toll Free) or 800 931 645 (Toll Free)
Australia: +61 3 7018 2005 or +61 7 3185 3730 or +61 8 6119 3900 or
+61 8 7150 1149 or +61 2 8015 6011 or 1800 893 423 (Toll Free)
China: +86 10 5387 6330 or +86 10 8783 3177
Costa Rica: +506 4036 0180 or +506 4100 7699
India: +91 22 48 798 004 or +91 224 879 8012 or +91 22 71 279 525
or +91 80 71 279 440
Philippines: +63 92 3099 0478 or 1800 1110 2219 (Toll Free)
Taiwan: +886 (2) 7741 7473
United Arab Emirates: 800 035 704 239 (Toll Free) or 800 035 704
555 (Toll Free)
Vietnam: +84 28 4458 2373

Meeting ID: Ex. 6 Personal Privacy (PP)

International numbers

Join from an H.323/SIP room system

H.323: 162.255.37.11 (US West)
 162.255.36.11 (US East)
 221.122.88.195 (China)
 115.114.131.7 (India Mumbai)
 115.114.115.7 (India Hyderabad)
 213.19.144.110 (Amsterdam Netherlands)
 213.244.140.110 (Germany)
 103.122.166.55 (Australia Sydney)
 103.122.167.55 (Australia Melbourne)
 209.9.211.110 (Hong Kong SAR)
 149.137.40.110 (Singapore)
 64.211.144.160 (Brazil)
 69.174.57.160 (Canada Toronto)
 65.39.152.160 (Canada Vancouver)
 207.226.132.110 (Japan Tokyo)
 149.137.24.110 (Japan Osaka)

Meeting ID: Ex. 6 Personal Privacy (PP)
SIP:

This e-mail communication is intended only for the addressee(s) named above and any others who have been specifically authorized to receive it and may contain information that is privileged, confidential or otherwise protected from disclosure. Please refer to www.blackstone.com/email-disclaimer for important disclosures regarding this electronic communication, including information if you are not the intended recipient of this communication.

Message

From: Dyson, Ray [Dyson.Ray@epa.gov]
Sent: 12/15/2022 5:56:41 PM
To: Ex. 6 Personal Privacy (PP)
CC: Cascone, Gabriella [Cascone.Gabriella@epa.gov]; Trejos, Kevin [Trejos.Kevin@epa.gov]; Utech, Dan [Utech.Dan@epa.gov]; Cassidy, Alison [Cassidy.Alison@epa.gov]; Carpenter, Wesley [Carpenter.Wesley@epa.gov]; Monger, Jon [Monger.Jon@epa.gov]; Hoover, Zealan [Hoover.Zealan@epa.gov]; Blythers, Dorian [Blythers.Dorian@epa.gov]; Lamson, Amy [Lamson.Amy@epa.gov]; Drinkard, Andrea [Drinkard.Andrea@epa.gov]; Atkinson, Emily [Atkinson.Emily@epa.gov]; Dickerson, Aaron [dickerson.aaron@epa.gov]; Sara Jordan [Sara.L.Jordan@ceq.eop.gov]; Cascone, Gabriella [Cascone.Gabriella@epa.gov]; Dyson, Ray [Dyson.Ray@epa.gov]; Trejos, Kevin [Trejos.Kevin@epa.gov]
Subject: EPA - Weekly Cabinet Report & Infrastructure Addendum
Attachments: FINAL 12_15_2022 EPA Weekly Cabinet Report Dec22.docx; FINAL 12_15_2022 EPA_Infrastructure_Addendum Dec2022.docx

Good Afternoon,

Hope you are well. Here's the U.S. Environmental Protection Agency's Infrastructure Addendum and Cabinet Report

I also want to introduce Kevin Trejos, Special Assistant to the White House Liaison. He will be the new point of contact for the EPA.

Warm Regards,
Rae Dyson (She/Her)
Deputy White House Liaison
Environmental Protection Agency
(202) 381-8097 | [Join Us](#)



WEEKLY REPORT

December 15th, 2022

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Noteworthy public engagement:

Administrator Regan

- On December 12th, Administrator Regan was joined by Associate Administrator Enobakhare on a trip to New York to meet with private equity and investment management firm, Blackstone.

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Message

From: Trejos, Kevin [Trejos.Kevin@epa.gov]
Sent: 1/5/2023 5:22:08 PM
To: cabinetreports@eop.gov
CC: Utech, Dan [Utech.Dan@epa.gov]; Carpenter, Wesley [Carpenter.Wesley@epa.gov]; Monger, Jon [Monger.Jon@epa.gov]; Hoover, Zealan [Hoover.Zealan@epa.gov]; Lamson, Amy [Lamson.Amy@epa.gov]; Drinkard, Andrea [Drinkard.Andrea@epa.gov]; Atkinson, Emily [Atkinson.Emily@epa.gov]; Dickerson, Aaron [dickerson.aaron@epa.gov]; Sara Jordan [Ex. 6 Personal Privacy (PP)]; Cascone, Gabriella [Cascone.Gabriella@epa.gov]; Dyson, Ray [Dyson.Ray@epa.gov]; Trejos, Kevin [Trejos.Kevin@epa.gov]
Subject: EPA Cabinet Report Submission
Attachments: FINAL 1_5_2023 EPA_Infrastructure_Addendum Jan2023.docx; FINAL 1_5_2023 EPA Weekly Cabinet Report Jan23.docx

Good afternoon,

I have attached the U.S. Environmental Protection Agency's submission for the weekly cabinet report.

Note – I will be the point of contact for all EPA Cabinet Reports moving forward. I look forward to working together!

Best,



Kevin Trejos (he/him/él)

Special Assistant to the White House Liaison

C: (202) 924-1692 E: Trejos.Kevin@epa.gov

WEEKLY REPORT

January 5th, 2023

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Travel:

Past Travel

- On December 12th, Administrator Regan traveled to New York City to participate in an interview with Today Show host Jacob Soboroff on the topic of climate. He additionally met with representatives of Blackstone.
 - Status: Confirmed
 - Members: N/A
 - State/Local: N/A
 - Other: Today Show host Jacob Soboroff

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Message

From: Besch, Brianna [besch.brianna@epa.gov]
Sent: 12/21/2022 5:51:12 PM
Subject: Administrator's Weekly Report 12/21/22
Attachments: Administrator Weekly Report Final 12-21-2022.pdf; Administrator Weekly Report Final 12-21-2022.docx

Administrator Regan and colleagues,

Attached, please find the Administrator's Weekly Report (both PDF and Word versions), which includes updates from the program and regional offices for 12/21/22.

Please note that there will be a two-week hiatus with no Administrator's Weekly Report on December 28th or January 4th. After the holidays, the next report will be distributed on Wednesday, January 11th.

Happy holidays!

Brianna Besch (she/her)
Special Assistant for Regional Offices, OGC, OIG and OITA
Office of the Administrator
U.S. Environmental Protection Agency
O: 202-564-4146 C: 202-570-9021
besch.brianna@epa.gov

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Miscellaneous

- On **December 12**, Administrator Regan was joined by Associate Administrator Enobakhare on a trip to New York to meet with private equity and investment management firm, Blackstone.

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Message

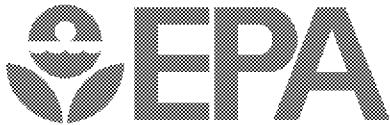
From: Trejos, Kevin [Trejos.Kevin@epa.gov]
Sent: 1/9/2023 9:55:13 PM
To: Utech, Dan [Utech.Dan@epa.gov]; Carpenter, Wesley [Carpenter.Wesley@epa.gov]; Hoover, Zealan [Hoover.Zealan@epa.gov]; Monger, Jon [Monger.Jon@epa.gov]; Dyson, Ray [Dyson.Ray@epa.gov]
CC: Cascone, Gabriella [Cascone.Gabriella@epa.gov]
Subject: (Reminder) EPA Weekly Cabinet Report and Infrastructure Addendum
Attachments: FINAL 1_5_2023 EPA Weekly Cabinet Report Jan23.docx

Good evening everyone,

I hope you are all doing well. This email is serving as your gentle weekly reminder to submit your office's Weekly Cabinet Report and Infrastructure Addendum, if applicable, by **COB Tuesday 1/10**.

Last week's report is attached for reference. Please remember to spell out EPA when it is first used in your submissions and use two spaces after a period.

Best,



Kevin Trejos (he/him/él)
Special Assistant to the White House Liaison
C: (202) 924-1692 E: Trejos.Kevin@epa.gov

WEEKLY REPORT

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Travel:

Past Travel

- On December 12th, Administrator Regan traveled to New York City to participate in an interview with Today Show host Jacob Soboroff on the topic of climate. He additionally met with representatives of Blackstone.
 - Status: Confirmed
 - Members: N/A
 - State/Local: N/A
 - Other: Today Show host Jacob Soboroff

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Message

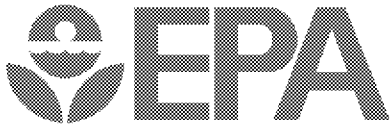
From: Trejos, Kevin [Trejos.Kevin@epa.gov]
Sent: 1/10/2023 3:16:45 PM
To: Utech, Dan [Utech.Dan@epa.gov]; Carpenter, Wesley [Carpenter.Wesley@epa.gov]; Hoover, Zealan [Hoover.Zealan@epa.gov]; Monger, Jon [Monger.Jon@epa.gov]; Dyson, Ray [Dyson.Ray@epa.gov]
CC: Cascone, Gabriella [Cascone.Gabriella@epa.gov]
Subject: (Final Reminder) EPA Weekly Cabinet Report and Infrastructure Addendum
Attachments: FINAL 1_5_2023 EPA Weekly Cabinet Report Jan23.docx

Good morning everyone!

I hope you are all doing well. This email is serving as your gentle weekly reminder to submit your office's Weekly Cabinet Report and Infrastructure Addendum, if applicable, by **COB Today**.

Last week's report is attached for reference. Please remember to spell out EPA when it is first used in your submissions and use two spaces after a period.

Best,



Kevin Trejos (he/him/él)
Special Assistant to the White House Liaison
C: (202) 924-1692 E: Trejos.Kevin@epa.gov

Message

From: Meza, Michelle [Meza.Michelle@epa.gov]
Sent: 1/11/2023 1:15:44 AM
To: Trejos, Kevin [Trejos.Kevin@epa.gov]; Dyson, Ray [Dyson.Ray@epa.gov]; Cascone, Gabriella [Cascone.Gabriella@epa.gov]; Lance, Kathleen [Lance.Kathleen@epa.gov]; Dickerson, Aaron [dickerson.aaron@epa.gov]
Subject: RE: (Final Reminder) EPA Weekly Cabinet Report and Infrastructure Addendum
Attachments: FINAL 1_5_2023 EPA Weekly Cabinet Report Jan23_VF.docx

Hi Kevin – Please find attached the updated travel section (highlighted in light blue) for this week's WH Cab Report.

If you have any questions feel free to reach out.

Thanks!
Michelle

Michelle Meza
Scheduler - Office of the Administrator
U.S. Environmental Protection Agency
Cell: (202) 209-4014

From: Trejos, Kevin <Trejos.Kevin@epa.gov>
Sent: Tuesday, January 10, 2023 10:17 AM
To: Utech, Dan <Utech.Dan@epa.gov>; Carpenter, Wesley <Carpenter.Wesley@epa.gov>; Hoover, Zealan <Hoover.Zealan@epa.gov>; Monger, Jon <Monger.Jon@epa.gov>; Dyson, Ray <Dyson.Ray@epa.gov>
Cc: Cascone, Gabriella <Cascone.Gabriella@epa.gov>
Subject: (Final Reminder) EPA Weekly Cabinet Report and Infrastructure Addendum

Good morning everyone!

I hope you are all doing well. This email is serving as your gentle weekly reminder to submit your office's Weekly Cabinet Report and Infrastructure Addendum, if applicable, by **COB Today**.

Last week's report is attached for reference. Please remember to spell out EPA when it is first used in your submissions and use two spaces after a period.

Best,



Kevin Trejos (he/him/él)
Special Assistant to the White House Liaison
C: (202) 924-1692 E: Trejos.Kevin@epa.gov

WEEKLY REPORT

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Travel:

Past Travel

- On December 12th, Administrator Regan traveled to New York City to participate in an interview with Today Show host Jacob Soboroff on the topic of climate. He additionally met with representatives of Blackstone.
 - Status: Confirmed
 - Members: N/A
 - State/Local: N/A
 - Other: Today Show host Jacob Soboroff

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Message

From: Cole, Danielle [Cole.Danielle@epa.gov]
Sent: 1/11/2023 8:14:04 PM
Subject: Administrator's Weekly Report 1/11/23
Attachments: Administrator Weekly Report Final 1.11.2023.docx; Administrator Weekly Report Final 1.11.2023 .pdf

Administrator Regan and colleagues,

Attached, please find the Administrator's Weekly Report (both PDF and Word versions), which includes updates from the program and regional offices for 1/11/23.

Respectfully,
Danielle L. Cole
Special Assistant for Chemicals, Resources and Agriculture
Office of the Administrator
Office of Research and Development
US Environmental Protection Agency
Mobile: (202) 816-2998 Desk: (202)564-6022
cole.danielle@epa.gov

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Miscellaneous

- On **December 12, 2022**, Administrator Regan was joined by AA Enobakhare on a trip to New York to meet with private equity and investment management firm, Blackstone.

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Miscellaneous

- On **December 12, 2022**, Administrator Regan was joined by AA Enobakhare on a trip to New York to meet with private equity and investment management firm, Blackstone.

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Message

From: Lamson, Amy [Lamson.Amy@epa.gov]
Sent: 12/14/2022 6:23:45 PM
Subject: Administrator's Weekly Report for 12/14/22
Attachments: Administrator Weekly Report Final 12.14.2022.pdf; Administrator Weekly Report Final 12.14.2022.docx

Administrator Regan and colleagues,

Attached, please find the Administrator's Weekly Report (both PDF and Word versions), which includes updates from the program and regional offices for 12/14/22.

Please note that there will be a two-week hiatus with no Weekly Report on December 28th or January 4th. We will have a weekly report next week, so please send submissions on December 20th. After the holidays, the next submissions are due January 10th.

Amy Lamson
Special Assistant for Water and Infrastructure
Office of the Administrator
U.S. EPA
Desk: 202-564-3949
EPA cell: 202-880-4261

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- **December 12** – Administrator Regan was joined by AA Enobakhare on a trip to New York to meet with private equity and investment management firm, Blackstone.

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Message

From: Lance, Kathleen [Lance.Kathleen@epa.gov]
Sent: 12/7/2022 9:11:02 PM
To: Dickerson, Aaron [dickerson.aaron@epa.gov]
CC: Enobakhare, Rosemary [Enobakhare.Rosemary@epa.gov]
Subject: Blackstone Meeting

Elizabeth Lewis, Deputy Head of ESG

Mike Shapiro, Managing Director of Govnt Relations – he leads their infrastructure work

More members of their senior team to be confirmed by Rosemary.

Kathleen C. Lance
Director of Scheduling and Advance
U.S. Environmental Protection Agency
Cell: (202) 941-1109

Message

From: Meza, Michelle [Meza.Michelle@epa.gov]
Sent: 12/10/2022 11:35:36 AM
To: Lance, Kathleen [Lance.Kathleen@epa.gov]; Dickerson, Aaron [dickerson.aaron@epa.gov]
Subject: Two-Week Block Schedule (12/09/22)
Attachments: 12-9-2022 Block Schedule_FINAL_FV.docx

Hi team –

Please find attached the two-week block schedule.

I wasn't sure about the date/timing of the NYC Travel (if on Monday 12/12 AM or Sunday 12/11 PM). I included the trip on Monday 12/12 as "Travel to NYC" only. Happy to make any changes if needed, just let me know.

Thanks!
Michelle

Michelle Meza
Scheduler - Office of the Administrator
U.S. Environmental Protection Agency
Cell: (202) 209-4014

DECEMBER 2022

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
12	13	14	15	16	17	18
<div>Travel to NYC</div> <div>Ex. 5 Deliberative Process (DP)</div> <div>Blackstone Meeting 2:30PM-3:30PM</div>	<div>Ex. 5 Deliberative Process (DP)</div>				No Engagements	No Engagements

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
19	20	21	22	23	24	25
<div>Ex. 5 Deliberative Process (DP)</div>			No engagements	No engagements	No engagements	No engagements
6:30PM-7:30PM						

Message

From: Lance, Kathleen [Lance.Kathleen@epa.gov]
Sent: 12/11/2022 5:58:23 PM
To: Dickerson, Aaron [dickerson.aaron@epa.gov]
Subject: RE: NY LxL

Lance, Kathleen has shared a OneDrive for Business file with you. To view it, click the link below.



0100 2022 12 12 line x line.docx

Attached!

Kathleen C. Lance
Director of Scheduling and Advance
U.S. Environmental Protection Agency
Cell: (202) 941-1109

From: Dickerson, Aaron <dickerson.aaron@epa.gov>
Sent: Sunday, December 11, 2022 12:33 PM
To: Lance, Kathleen <Lance.Kathleen@epa.gov>
Subject: NY LxL

Hi Kathleen

Here is the draft LxL with the information I had. If you could complete or send me the sketch and I'll complete. I have all the materials except for the Blackstone meeting if it happens. Everything else is all set and ready to be uploaded into digital book.

Thanks.

Aaron Dickerson
Senior Special Assistant
Office of the Administrator
U.S. EPA
Cell: 202-689-4794

Message

From: Enobakhare, Rosemary [Enobakhare.Rosemary@epa.gov]
Sent: 12/9/2022 9:05:19 PM
To: Millan, Vanessa [Millan.Vanessa@epa.gov]

Hey you! Are you working on the briefing materials for Blackstone?

Message

From: Millan, Vanessa [Millan.Vanessa@epa.gov]
Sent: 12/9/2022 9:40:12 PM
To: Enobakhare, Rosemary [Enobakhare.Rosemary@epa.gov]

also, blackstone was asking if EPA could arrive by 2:20pm to the office bc some of their attendees need to leave the meeting early. they want to make sure to start the meeting by 2:30

Message

From: Millan, Vanessa [Millan.Vanessa@epa.gov]
Sent: 12/9/2022 9:32:00 PM
To: Enobakhare, Rosemary [Enobakhare.Rosemary@epa.gov]

12 12 2022 NYC Blackstone Event Memo.docx 

[12 12 2022 NYC Blackstone Event Memo.docx](#)

Message

From: Shapiro, Michael [Michael.Shapiro@Blackstone.com]
Sent: 1/12/2023 11:25:32 PM
To: Enobakhare, Rosemary [Enobakhare.Rosemary@epa.gov]; Cortez Russell, Loni [Russell.Loni@epa.gov]; Bhandari, Pradnya [Bhandari.Pradnya@epa.gov]
Subject: Re: Zoom: EPA Discussion with Mike Shapiro

One more suggestion for CalPERS is new head of sustainable investing who was recently announced as joining soon from World Bank IFC: Peter Cashion, Global Head of Climate Finance at IFC (and starting in March as Managing Investment Director for Sustainable Investments). Pcashion@ifc.org

From: Shapiro, Michael <Michael.Shapiro@Blackstone.com>
Sent: Thursday, January 12, 2023 2:37 PM
To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov> <Enobakhare.Rosemary@epa.gov>; Cortez Russell, Loni <Russell.Loni@epa.gov> <Russell.Loni@epa.gov>; Bhandari.Pradnya@epa.gov <Bhandari.Pradnya@epa.gov>
Subject: RE: Zoom: EPA Discussion with Mike Shapiro

All,

As discussed – following up on contacts:

- For Meridiam, would go to [Jane Garvey](mailto:j.garvey@meridiam.com), the Global Chair of Meridiam Infrastructure – j.garvey@meridiam.com
- For Blackrock, updating Anne Valentine Andrews' email – it's anne.valentineandrews@blackrock.com

Thanks so much,
Mike

Michael Shapiro
Managing Director

Blackstone
345 Park Avenue, New York, New York 10154
T. 646-482-3032 M. 860-306-5849
michael.shapiro@blackstone.com
[Blackstone](#) | [@blackstone](#)

From: Shapiro, Michael
Sent: Wednesday, January 11, 2023 9:16 PM
To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov> <Enobakhare.Rosemary@epa.gov>; Cortez Russell, Loni <Russell.Loni@epa.gov> <Russell.Loni@epa.gov>; Bhandari.Pradnya@epa.gov
Subject: RE: Zoom: EPA Discussion with Mike Shapiro

All,

As promised, please find below a list of suggested investor invites for the convening. This represents a mix of leading private equity investors that focus on infrastructure and sustainability, pension plans that similarly invest in infrastructure and renewables/have an ESG focus, and, union-oriented/minority-owned investors. We've identified high-level leaders (e.g. CIOs, heads of infrastructure) who determine investments for each, as well as their sustainability/environment-focused experts to provide a good mix – of course, given availability, we imagine the firms

could suggest alternatives. Looking forward to iterating and discussing – and for folks who are located further away (e.g., CA), happy to try and provide a nudge to join if helpful.

Thanks again,
Mike

###

- Blackrock – Global asset manager with infrastructure business
 - Anne Valentine Andrews, Managing Director, Global Head of Real Assets, anne.valentine@blackrock.com (email not confirmed)
- Blackstone – leading global investment manager, investing capital at scale into energy transition and decarbonization infrastructure, on behalf of pension funds, large institutions, unions, and individuals (group that met with Administrator Regan)
 - Kurt Summers, Senior Managing Director, Head of P3s, Infrastructure, kurt.summers@blackstone.com
 - Elizabeth Lewis, Managing Director, Deputy Director of ESG, elizabeth.lewis@blackstone.com
 - Michael Shapiro, Managing Director, Government Affairs michael.shapiro@blackstone.com
- Brookfield – Leading, mega-scale investment platform and infrastructure investor with large scale investments in North America, Canadian-based
 - Kelly Goddard, Chief Sustainability Officer, Brookfield Renewables, kelly.goddard@brookfield.com
- CalPERS – CalPERS builds retirement and health security for California state, school, and public agency members
 - Nicole Musicco Chief Investment Officer nicole.musicco@calpers.ca.gov
 - Sarah Corr, Managing Investment Director, Real Assets, Sarah.Corr@calpers.ca.gov
- CalSTRS - CalSTRS is the largest educator-only pension fund in the world, and the second largest pension fund in the U.S.
 - Christopher J. Ailman Chief Investment Officer cailman@calstrs.com
 - Scott Chan Deputy Chief Investment Officer scchan@calstrs.com
 - Kirsty Jenkinson, Investment director for the Sustainable Investment and Stewardship Strategies, kjenkinson@calstrs.com
- EQT – Leading European private equity firm with significant infrastructure-focused arm that makes North American investments
 - Alex Darden, Partner and Head of Infrastructure Advisory Team Americas & President of EQT Partners, alex.darden@eqtpartners.com
 - Alex Greenbaum, Partner – Core Infrastructure, alex.greenbaum@eqtpartners.com
- JLC - Infrastructure is an investor and asset management firm focused on the transportation, communications, energy, utilities and social infrastructure sectors in North America, ,100% minority-controlled platform (formed by Loop Capital and Magic Johnson Enterprises)
 - Marlon Smith, Managing Partner, msmith@jlcinfra.com
 - Andrew Kim, Managing Director, Sustainable Energy and Utilities, akim@jlcinfra.com

- KKR – Leading American private equity investor with infrastructure business
 - Provided by Emily Spain
- Macquarie – Leading infrastructure and transportation investor that pursues P3s in the U.S., although Australian-owned
 - David Fass, Head of Americas, MIRA david.fass@macquarie.com
 - David Agnew, Managing Director, Macquarie Infrastructure & Real Assets, david.agnew@macquarie.com
- State of Michigan
 - Jon Braeutigam Chief Investment Officer jbraeuti@invest.treas.state.mi.us
 - Todd Warstler Senior Investment Officer, Real Assets twarstle@michigan.gov
- NYCERS – New York City Employees' Retirement System
 - Steven Meier Chief Investment Officer smeier@comptroller.nyc.gov
 - Petya Nikolova Head of Infrastructure Investments pnikolo@comptroller.nyc.gov
- New York State Common Retirement Fund – The New York State Common Retirement Fund is one of the largest public pension plans in the United States
 - Anastasia Titarchuk Chief Investment Officer atitarchuk@osc.state.ny.us
 - Manuel Casanga Director of Real Assets mcasanga@osc.state.ny.us
 - Andrew Siwo, Director of Sustainable Investments and Climate Solutions, asiwo@osc.ny.gov
- Ullico - Offers investment products and services specifically designed for union sponsored and public employee benefit plans
 - Ed Smith, CEO, esmith@ullico.com
 - Rohit Syal, Managing Director and Head of Acquisitions, Infrastructure, rsyal@ullico.com
 - Sonia Axter, Managing Director and Head of Asset Management, Infrastructure, saxter@ullico.com

Michael Shapiro

Managing Director, Government Relations

Blackstone

345 Park Avenue, New York, New York 10154

T. 646-482-3032 M. 860-306-5849

michael.shapiro@blackstone.com

[Blackstone](#) | [@blackstone](#)

From: Shapiro, Michael

Sent: Tuesday, January 10, 2023 9:54 PM

To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov> <Enobakhare.Rosemary@epa.gov>; Cortez Russell, Loni <Russell.Loni@epa.gov> <Russell.Loni@epa.gov>; Bhandari.Pradnya@epa.gov

Subject: RE: Zoom: EPA Discussion with Mike Shapiro

All,

It was great to connect yesterday afternoon – as discussed, we’re excited about the convening, and will share a proposed list of invites tomorrow, and I know Emily is sharing ideas as well. We’re looking to being as helpful as possible, and following up with the team next week as well,

Thanks so much,
Mike

Michael Shapiro
Managing Director

Blackstone
345 Park Avenue, New York, New York 10154
T. 646-482-3032 M. 860-306-5849
michael.shapiro@blackstone.com
[Blackstone](#) | [@blackstone](#)

-----Original Appointment-----

From: Shapiro, Michael <Michael.Shapiro@Blackstone.com>

Sent: Monday, January 9, 2023 11:30 AM

To: Shapiro, Michael; Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Bhandari.Pradnya@epa.gov

Subject: Zoom: EPA Discussion with Mike Shapiro

When: Monday, January 9, 2023 3:00 PM-3:25 PM (UTC-05:00) Eastern Time (US & Canada).

Where: Ex. 6 Personal Privacy (PP)



Hi there,

Michael Shapiro is inviting you to a scheduled Zoom meeting.

Join Zoom Meeting

Meeting URL:

Ex. 6 Personal Privacy (PP)

Join by Telephone

For higher quality, dial a number based on your current location.

Dial:

US: +1 646 931 3860 or +1 646 558 8656 or +1 305 224 1968 or +1
309 205 3325 or +1 312 626 6799 or +1 301 715 8592 or +1 564 217
2000 or +1 669 444 9171 or +1 669 900 6833 or +1 689 278 1000 or

+1 719 359 4580 or +1 253 205 0468 or +1 253 215 8782 or +1 346 248 7799 or +1 360 209 5623 or +1 386 347 5053 or +1 507 473 4847 or 888 788 0099 (Toll Free) or 877 853 5247 (Toll Free)
 United Kingdom: +44 208 080 6592 or +44 330 088 5830 or +44 131 460 1196 or +44 203 481 5237 or +44 203 481 5240 or +44 203 901 7895 or +44 208 080 6591 or 0 800 031 5717 (Toll Free)
 Singapore: +65 3129 4892 or +65 3158 7288 or +65 3165 1065 or +65 3129 4891 or 800 852 6054 (Toll Free)
 Hong Kong SAR: +852 5808 6088 or +852 3008 3297 or +852 3012 6283 or +852 5803 3730 or +852 5803 3731 or 800 931 645 (Toll Free) or 800 906 780 (Toll Free) or 800 931 189 (Toll Free)
 Australia: +61 8 6119 3900 or +61 8 7150 1149 or +61 2 8015 6011 or +61 3 7018 2005 or +61 7 3185 3730 or 1800 893 423 (Toll Free)
 China: +86 10 8783 3177 or +86 10 5387 6330
 Costa Rica: +506 4100 7699 or +506 4036 0180
 India: +91 224 879 8012 or +91 22 71 279 525 or +91 80 71 279 440 or +91 22 48 798 004
 Philippines: +63 92 3099 0478 or 1800 1110 2219 (Toll Free)
 Taiwan: +886 (2) 7741 7473
 United Arab Emirates: 800 035 704 555 (Toll Free) or 800 035 704 239 (Toll Free)
 Vietnam: +84 28 4458 2373

Meeting ID:

Ex. 6 Personal Privacy (PP)

International numbers

Join from an H.323/SIP room system

H.323: 162.255.37.11 (US West)
 162.255.36.11 (US East)
 221.122.88.195 (China)
 115.114.131.7 (India Mumbai)
 115.114.115.7 (India Hyderabad)
 213.19.144.110 (Amsterdam Netherlands)
 213.244.140.110 (Germany)
 103.122.166.55 (Australia Sydney)
 103.122.167.55 (Australia Melbourne)
 209.9.211.110 (Hong Kong SAR)
 149.137.40.110 (Singapore)
 64.211.144.160 (Brazil)
 69.174.57.160 (Canada Toronto)
 65.39.152.160 (Canada Vancouver)
 207.226.132.110 (Japan Tokyo)
 149.137.24.110 (Japan Osaka)

Meeting ID:

Ex. 6 Personal Privacy (PP)

SIP: 91945831147@zoomcrc.com

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Message

From: Cortez Russell, Loni [Russell.Loni@epa.gov]
Sent: 12/1/2022 5:04:09 PM
To: Jakob, Avivah [Jakob.Avivah@epa.gov]
CC: Enobakhare, Rosemary [Enobakhare.Rosemary@epa.gov]; Bhandari, Pradnya [Bhandari.Pradnya@epa.gov]; Millan, Vanessa [Millan.Vanessa@epa.gov]
Subject: Re: Qs for RE/LCR (HDV; NYC Blackstone)

Yes pls follow up w Ale if she hasn't yet sent the bullets to RE, ask her to copy me too

I'll circle about second item

Loni Cortez Russell
Deputy Associate Administrator
Office of Public Engagement and Environmental Education
Cell: 202-819-3990 | she/her

On Dec 1, 2022, at 11:59 AM, Jakob, Avivah <Jakob.Avivah@epa.gov> wrote:

Hi Rosemary and Loni –

1. HDV – Rosemary, want me to reach out to Ale for talking points/background? Or have you already done so?
2. Blackstone (NYC, 12/12)- Rosemary, were you able to sync with Blackstone? We just had a short NYC trip call and Kathleen asked we provide an update and potential times for the engagement with this group.
 1. Do you want the team to set up a call with Blackstone to discuss details (timing, event format, etc)? If so, can you please send us the contact info?
 2. Materials due next Friday (12/9 @12PM)

Thanks!

Avivah Jakob
Director, Office of Public Engagement
Office of Public Engagement and Environmental Education
Office of the Administrator
U.S. Environmental Protection Agency
(office) 202-566-2251 | she/her

Appointment

From: Lewis, Sherry [Lewis.Sherry@epa.gov]
on behalf of Cortez Russell, Loni [Russell.Loni@epa.gov]
Sent: 12/7/2022 4:34:29 PM
To: Enobakhare, Rosemary [Enobakhare.Rosemary@epa.gov]

Subject: Accepted: EPA/Blackstone NYC Meeting
Location: Microsoft Teams Meeting

Start: 12/7/2022 6:00:00 PM
End: 12/7/2022 6:30:00 PM

Recurrence: (none)

Appointment

From: Fitzpatrick, Jillian [Jillian.Fitzpatrick@Blackstone.com]
Sent: 12/7/2022 4:38:55 PM
To: Enobakhare, Rosemary [Enobakhare.Rosemary@epa.gov]

Subject: Accepted: EPA/Blackstone NYC Meeting
Location: Microsoft Teams Meeting

Start: 12/7/2022 6:00:00 PM
End: 12/7/2022 6:30:00 PM
Show Time As: Busy

Recurrence: (none)

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Appointment

From: Jacques, Laurelle [Laurelle.Jacques@Blackstone.com]
on behalf of Katz, Alex [alex.katz@blackstone.com]
Sent: 12/7/2022 4:41:28 PM
To: Enobakhare, Rosemary [Enobakhare.Rosemary@epa.gov]

Subject: Tentative: EPA/Blackstone NYC Meeting
Location: Microsoft Teams Meeting

Start: 12/7/2022 6:00:00 PM
End: 12/7/2022 6:30:00 PM
Show Time As: Busy

Recurrence: (none)

Appointment

From: Jakob, Avivah [Jakob.Avivah@epa.gov]
Sent: 12/7/2022 4:42:28 PM
To: Enobakhare, Rosemary [Enobakhare.Rosemary@epa.gov]

Subject: Accepted: EPA/Blackstone NYC Meeting
Location: Microsoft Teams Meeting

Start: 12/7/2022 6:00:00 PM
End: 12/7/2022 6:30:00 PM

Recurrence: (none)

Message

From: Millan, Vanessa [Millan.Vanessa@epa.gov]
Sent: 12/7/2022 6:04:18 PM
To: Fitzpatrick, Jillian [Jillian.Fitzpatrick@Blackstone.com]; Enobakhare, Rosemary [Enobakhare.Rosemary@epa.gov]
CC: Katz, Alex [alex.katz@blackstone.com]; Shapiro, Michael [Michael.Shapiro@Blackstone.com]; Cortez Russell, Loni [Russell.Loni@epa.gov]; Jakob, Avivah [Jakob.Avivah@epa.gov]
Subject: RE: Connecting Team EPA & Team Blackstone

Hi Jillian, we are on the Teams link right now, Rosemary sent a calendar invite. Please let us know if this time still works for your team. Thank you!

From: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Sent: Wednesday, December 7, 2022 11:26 AM
To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Cc: Katz, Alex <alex.katz@blackstone.com>; Millan, Vanessa <Millan.Vanessa@epa.gov>; Shapiro, Michael <Michael.Shapiro@Blackstone.com>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>
Subject: RE: Connecting Team EPA & Team Blackstone

1pm would be great.

We'll get you the security contact shortly.

Thanks, Rosemary.

Best,
Jillian

From: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Sent: Wednesday, December 7, 2022 10:43 AM
To: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Cc: Katz, Alex <alex.katz@blackstone.com>; Millan, Vanessa <Millan.Vanessa@epa.gov>; Shapiro, Michael <Michael.Shapiro@Blackstone.com>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>
Subject: RE: Connecting Team EPA & Team Blackstone

This Message Is From an External Sender

This message came from outside your organization.

Are you available to chat today for 30 minutes between 1pm – 3pm?

The Administrator has an advance and security team that will need to do a walk through and coordinate with you all on his arrival. Who is the best contact for me to loop them in with?

Thanks,
Rosemary

From: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Sent: Wednesday, December 7, 2022 10:32 AM

To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Cc: Katz, Alex <alex.katz@blackstone.com>; Millan, Vanessa <Millan.Vanessa@epa.gov>; Shapiro, Michael <Michael.Shapiro@Blackstone.com>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>
Subject: RE: Connecting Team EPA & Team Blackstone

Absolutely. What works for you?

The meeting will be at 345 Park Avenue, NY, NY 10154. Our team will meet you in the lobby and escort you upstairs to our office.

Talk soon!

Best,
Jillian

From: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Sent: Wednesday, December 7, 2022 10:28 AM
To: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Cc: Katz, Alex <alex.katz@blackstone.com>; Millan, Vanessa <Millan.Vanessa@epa.gov>; Shapiro, Michael <Michael.Shapiro@Blackstone.com>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>
Subject: RE: Connecting Team EPA & Team Blackstone

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Hi there,

Sorry for the delay. Perfect, he'd be happy to meet with Elizabeth and Mike along with others from the team while he's in NYC. Can we find time today to hop on the phone to discuss this meeting? Can you also send over the location for this NYC meeting?

I'll circle back with a few timing options for you all to consider.

Thank you! Looking forward to the conversation as well.

Best,
Rosemary

From: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Sent: Tuesday, December 6, 2022 2:37 PM
To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Cc: Katz, Alex <alex.katz@blackstone.com>; Millan, Vanessa <Millan.Vanessa@epa.gov>; Shapiro, Michael <Michael.Shapiro@Blackstone.com>
Subject: RE: Connecting Team EPA & Team Blackstone

Hi, Rosemary –

Elizabeth Lewis, Deputy Head of ESG, and Mike Shapiro, GR Managing Director, would be happy to sit down with Administrator Regan on the 12th.

What times does he currently have available?

Look forward to the conversation.

Best,
Jillian

PS – Moving Emily to BCC to save her inbox!

From: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Sent: Monday, December 5, 2022 11:33 AM
To: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Cc: Emily Spain <Emily.Spain@kkp.com>; Katz, Alex <alex.katz@blackstone.com>; Millan, Vanessa <Millan.Vanessa@epa.gov>
Subject: Re: Connecting Team EPA & Team Blackstone

This Message Is From an External Sender

This message came from outside your organization.

Perfect, thanks so much. Looking forward to hearing from you.

Best,
Rosemary

On Dec 5, 2022, at 11:29 AM, Fitzpatrick, Jillian <Jillian.Fitzpatrick@blackstone.com> wrote:

Thanks so much for the follow-up, Rosemary.

Let us check with our internal team to see who will be in town on the 12th and get back to you.
Appreciate your patience!

Best,
Jillian

From: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Sent: Monday, December 5, 2022 11:27 AM
To: Emily Spain <Emily.Spain@kkp.com>; Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>; Katz, Alex <alex.katz@blackstone.com>
Cc: Millan, Vanessa <Millan.Vanessa@epa.gov>
Subject: RE: Connecting Team EPA & Team Blackstone

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Hi Jillian and Alex,

I wanted to follow up on Emily's email regarding a meeting with Environmental Protection Agency Administrator Michael S. Regan and your ESG leadership/team. Administrator Regan will be in NYC on Monday, December 12th and we'd love to pull something together with you all. Let me know if you are interested/available. If so, I'd love to hop on the phone with you this week to discuss.

Thanks,
Rosemary

Rosemary Enobakhare
Associate Administrator
Office of Public Engagement and Environmental Education
U.S. EPA Office of the Administrator
1200 Pennsylvania Ave., N.W.
Washington, DC 20460
Cell: 202.573.4614

From: Emily Spain <Emily.Spain@kkcr.com>
Sent: Monday, July 25, 2022 10:54 AM
To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>; Katz, Alex <alex.katz@blackstone.com>
Subject: Connecting Team EPA & Team Blackstone

Hi there,

I hope everyone had a great weekend. Rosemary, I wanted to put you in touch with my friends Alex and Jillian at Blackstone. I mentioned you're working on some meetings for Administrator Regan on 8/4 and the Blackstone ESG team might be interested/available. Alex and Jillian, this is Rosemary who is the Assistant Administrator for Engagement at EPA. I'll let you all take it from here.

Cheers,
Emily

Emily Spain
Cell: 1.202.236.8248
emily.spain@kkcr.com | www.kkcr.com | www.kkresg.com

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Message

From: Jacques, Laurelle [Laurelle.Jacques@Blackstone.com]
Sent: 12/7/2022 8:34:28 PM
To: Deane, Matthew [Matthew.Deane@Blackstone.com]; Enobakhare, Rosemary [Enobakhare.Rosemary@epa.gov]
CC: VIP Meet & Greet Service [VIPSecurityEscorts@blackstone.com]
Subject: BX 12/12 Meeting

Rosemary,

Connecting you here with Matt from our security team, who can arrange the walk-through with the Administrator's security detail. I will leave it to the both of you to coordinate.

Best,
Laurelle

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Message

From: Fitzpatrick, Jillian [Jillian.Fitzpatrick@Blackstone.com]
Sent: 12/7/2022 6:25:04 PM
To: Millan, Vanessa [Millan.Vanessa@epa.gov]; Enobakhare, Rosemary [Enobakhare.Rosemary@epa.gov]; Jacques, Laurelle [Laurelle.Jacques@Blackstone.com]
CC: Katz, Alex [alex.katz@blackstone.com]; Shapiro, Michael [Michael.Shapiro@Blackstone.com]; Cortez Russell, Loni [Russell.Loni@epa.gov]; Jakob, Avivah [Jakob.Avivah@epa.gov]
Subject: RE: Connecting Team EPA & Team Blackstone

Hi, all –

Connecting you here with Laurelle, who can help with security.

Best,
Jillian

From: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Sent: Wednesday, December 7, 2022 11:26 AM
To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Cc: Katz, Alex <alex.katz@blackstone.com>; Millan, Vanessa <Millan.Vanessa@epa.gov>; Shapiro, Michael <Michael.Shapiro@Blackstone.com>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>
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Subject: RE: Connecting Team EPA & Team Blackstone

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Sent: Tuesday, December 6, 2022 2:37 PM
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Cc: Katz, Alex <alex.katz@blackstone.com>; Millan, Vanessa <Millan.Vanessa@epa.gov>; Shapiro, Michael

<Michael.Shapiro@Blackstone.com>

Subject: RE: Connecting Team EPA & Team Blackstone

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PS – Moving Emily to BCC to save her inbox!

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Sent: Monday, December 5, 2022 11:33 AM

To: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>

Cc: Emily Spain <Emily.Spain@kkf.com>; Katz, Alex <alex.katz@blackstone.com>; Millan, Vanessa <Millan.Vanessa@epa.gov>

Subject: Re: Connecting Team EPA & Team Blackstone

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Best,
Rosemary

On Dec 5, 2022, at 11:29 AM, Fitzpatrick, Jillian <Jillian.Fitzpatrick@blackstone.com> wrote:

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Jillian

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Sent: Monday, December 5, 2022 11:27 AM

To: Emily Spain <Emily.Spain@kkf.com>; Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>; Katz, Alex <alex.katz@blackstone.com>

Cc: Millan, Vanessa <Millan.Vanessa@epa.gov>

Subject: RE: Connecting Team EPA & Team Blackstone

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Thanks,
Rosemary

Rosemary Enobakhare
Associate Administrator
Office of Public Engagement and Environmental Education
U.S. EPA Office of the Administrator
1200 Pennsylvania Ave., N.W.
Washington, DC 20460
Cell: 202.573.4614

From: Emily Spain <Emily.Spain@kkcr.com>

Sent: Monday, July 25, 2022 10:54 AM

To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>; Katz, Alex <alex.katz@blackstone.com>

Subject: Connecting Team EPA & Team Blackstone

Hi there,

I hope everyone had a great weekend. Rosemary, I wanted to put you in touch with my friends Alex and Jillian at Blackstone. I mentioned you're working on some meetings for Administrator Regan on 8/4 and the Blackstone ESG team might be interested/available. Alex and Jillian, this is Rosemary who is the Assistant Administrator for Engagement at EPA. I'll let you all take it from here.

Cheers,
Emily

Emily Spain
Cell: 1.202.236.8248
emily.spain@kkcr.com | www.kkr.com | www.kkresg.com

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Message

From: Millan, Vanessa [Millan.Vanessa@epa.gov]
Sent: 12/7/2022 10:31:33 PM
To: Fitzpatrick, Jillian [Jillian.Fitzpatrick@Blackstone.com]
CC: Katz, Alex [alex.katz@blackstone.com]; Enobakhare, Rosemary [Enobakhare.Rosemary@epa.gov]; Shapiro, Michael [Michael.Shapiro@Blackstone.com]; Cortez Russell, Loni [Russell.Loni@epa.gov]; Jakob, Avivah [Jakob.Avivah@epa.gov]
Subject: RE: Connecting Team EPA & Team Blackstone

Hi Jillian,

Thank you for confirming the 2:30-3:30PM meeting on Monday, Dec. 12th at Blackstone's office on 345 Park Avenue, NY, NY 10154.

Below are a few follow ups from our meeting today.

Please let us know if there are any other topics the Blackstone team would like to discuss. Some discussion topics we discussed were: infrastructure, electric vehicles, power plants, and clean energy – but let me know if there is anything else.

For the run of show, below is the initial draft for the meeting – open, of course, to your edits/ feedback.

- Administrator & team arrives to the building and are greeted by [Blackstone team].
- [Blackstone team] will escort Administrator upstairs to the office.
- Administrator arrives and are greeted by [Blackstone team].
- There will be a round of introductions. [Blackstone team] will kick off the meeting.
- They will turn it over to Administrator to introduce himself and say a few remarks.
- [Blackstone team] will open it up to the rest of the room to ask questions and begin the conversation.
- [Blackstone team] will wrap it up and ask if there are any final remarks.

Please let me know when you have identified specific team members (who would meet in the lobby, begin the meeting, etc) so I can include in the Administrator's materials.

Lastly, in terms of participants – please let me know once you've confirmed if anyone else from leadership beyond Elizabeth Lewis and Mike Shapiro will be attending.

Thank you!

Vanessa Millán
Public Engagement Specialist
Office of Public Engagement and Environmental Education
Office of the Administrator
U.S. Environmental Protection Agency
202-891-8207 | she/her



From: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Sent: Wednesday, December 7, 2022 11:26 AM
To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Cc: Katz, Alex <alex.katz@blackstone.com>; Millan, Vanessa <Millan.Vanessa@epa.gov>; Shapiro, Michael <Michael.Shapiro@Blackstone.com>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>
Subject: RE: Connecting Team EPA & Team Blackstone

1pm would be great.

We'll get you the security contact shortly.

Thanks, Rosemary.

Best,
Jillian

From: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Sent: Wednesday, December 7, 2022 10:43 AM
To: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Cc: Katz, Alex <alex.katz@blackstone.com>; Millan, Vanessa <Millan.Vanessa@epa.gov>; Shapiro, Michael <Michael.Shapiro@Blackstone.com>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>
Subject: RE: Connecting Team EPA & Team Blackstone

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Are you available to chat today for 30 minutes between 1pm – 3pm?

The Administrator has an advance and security team that will need to do a walk through and coordinate with you all on his arrival. Who is the best contact for me to loop them in with?

Thanks,
Rosemary

From: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Sent: Wednesday, December 7, 2022 10:32 AM
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Cc: Katz, Alex <alex.katz@blackstone.com>; Millan, Vanessa <Millan.Vanessa@epa.gov>; Shapiro, Michael <Michael.Shapiro@Blackstone.com>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>
Subject: RE: Connecting Team EPA & Team Blackstone

Absolutely. What works for you?

The meeting will be at 345 Park Avenue, NY, NY 10154. Our team will meet you in the lobby and escort you upstairs to our office.

Talk soon!

Best,
Jillian

From: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
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To: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Cc: Katz, Alex <alex.katz@blackstone.com>; Millan, Vanessa <Millan.Vanessa@epa.gov>; Shapiro, Michael <Michael.Shapiro@Blackstone.com>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>
Subject: RE: Connecting Team EPA & Team Blackstone

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Hi there,

Sorry for the delay. Perfect, he'd be happy to meet with Elizabeth and Mike along with others from the team while he's in NYC. Can we find time today to hop on the phone to discuss this meeting? Can you also send over the location for this NYC meeting?

I'll circle back with a few timing options for you all to consider.

Thank you! Looking forward to the conversation as well.

Best,
Rosemary

From: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Sent: Tuesday, December 6, 2022 2:37 PM
To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Cc: Katz, Alex <alex.katz@blackstone.com>; Millan, Vanessa <Millan.Vanessa@epa.gov>; Shapiro, Michael <Michael.Shapiro@Blackstone.com>
Subject: RE: Connecting Team EPA & Team Blackstone

Hi, Rosemary –

Elizabeth Lewis, Deputy Head of ESG, and Mike Shapiro, GR Managing Director, would be happy to sit down with Administrator Regan on the 12th.

What times does he currently have available?

Look forward to the conversation.

Best,
Jillian

PS – Moving Emily to BCC to save her inbox!

From: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Sent: Monday, December 5, 2022 11:33 AM
To: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Cc: Emily Spain <Emily.Spain@kkv.com>; Katz, Alex <alex.katz@blackstone.com>; Millan, Vanessa <Millan.Vanessa@epa.gov>
Subject: Re: Connecting Team EPA & Team Blackstone

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Perfect, thanks so much. Looking forward to hearing from you.

Best,
Rosemary

On Dec 5, 2022, at 11:29 AM, Fitzpatrick, Jillian <Jillian.Fitzpatrick@blackstone.com> wrote:

Thanks so much for the follow-up, Rosemary.

Let us check with our internal team to see who will be in town on the 12th and get back to you.
Appreciate your patience!

Best,
Jillian

From: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Sent: Monday, December 5, 2022 11:27 AM
To: Emily Spain <Emily.Spain@kkv.com>; Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>; Katz, Alex <alex.katz@blackstone.com>
Cc: Millan, Vanessa <Millan.Vanessa@epa.gov>
Subject: RE: Connecting Team EPA & Team Blackstone

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Hi Jillian and Alex,

I wanted to follow up on Emily's email regarding a meeting with Environmental Protection Agency Administrator Michael S. Regan and your ESG leadership/team. Administrator Regan will be in NYC on Monday, December 12th and we'd love to pull something together with you all. Let me know if you are interested/available. If so, I'd love to hop on the phone with you this week to discuss.

Thanks,
Rosemary

Rosemary Enobakhare

Associate Administrator
Office of Public Engagement and Environmental Education
U.S. EPA Office of the Administrator
1200 Pennsylvania Ave., N.W.
Washington, DC 20460
Cell: 202.573.4614

From: Emily Spain <Emily.Spain@kkcr.com>
Sent: Monday, July 25, 2022 10:54 AM
To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>; Katz, Alex <alex.katz@blackstone.com>
Subject: Connecting Team EPA & Team Blackstone

Hi there,

I hope everyone had a great weekend. Rosemary, I wanted to put you in touch with my friends Alex and Jillian at Blackstone. I mentioned you're working on some meetings for Administrator Regan on 8/4 and the Blackstone ESG team might be interested/available. Alex and Jillian, this is Rosemary who is the Assistant Administrator for Engagement at EPA. I'll let you all take it from here.

Cheers,
Emily

Emily Spain
Cell: 1.202.236.8248
emily.spain@kkcr.com | www.kkcr.com | www.kkresg.com

=====

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Message

From: Millan, Vanessa [Millan.Vanessa@epa.gov]
Sent: 12/8/2022 3:54:22 PM
To: Shapiro, Michael [Michael.Shapiro@Blackstone.com]; Fitzpatrick, Jillian [Jillian.Fitzpatrick@Blackstone.com]
CC: Katz, Alex [alex.katz@blackstone.com]; Enobakhare, Rosemary [Enobakhare.Rosemary@epa.gov]; Cortez Russell, Loni [Russell.Loni@epa.gov]; Jakob, Avivah [Jakob.Avivah@epa.gov]; Etheridge, Wesley [Wesley.Etheridge@Blackstone.com]; Jacques, Laurelle [Laurelle.Jacques@Blackstone.com]
Subject: RE: Connecting Team EPA & Team Blackstone

Thank you! We would like to confirm all pieces for the meeting by COB today or tomorrow morning at the latest so we can get this into the Administrator's final material before he travels. Could you please let me know the complete list of participants – if additional senior leadership? As well as the topics of discussion?

Please let me know if you need anything from us on this.

Thank you!

From: Shapiro, Michael <Michael.Shapiro@Blackstone.com>
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Subject: RE: Connecting Team EPA & Team Blackstone

Vanessa,

Thanks so much for sending across. I'm adding Wesley Etheridge on our team who's coordinating the logistics, and we are very much looking forward to the meeting,

Thanks a ton,
Mike

Michael Shapiro
Managing Director, Government Relations

Blackstone
345 Park Avenue, New York, New York 10154
T. 646-482-3032 M. 860-306-5849
michael.shapiro@blackstone.com
[Blackstone](#) | [@blackstone](#)

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Subject: RE: Connecting Team EPA & Team Blackstone

This Message Is From an External Sender

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Hi Jillian,

Thank you for confirming the 2:30-3:30PM meeting on Monday, Dec. 12th at Blackstone's office on 345 Park Avenue, NY, NY 10154.

Below are a few follow ups from our meeting today.

Please let us know if there are any other topics the Blackstone team would like to discuss. Some discussion topics we discussed were: infrastructure, electric vehicles, power plants, and clean energy – but let me know if there is anything else.

For the run of show, below is the initial draft for the meeting – open, of course, to your edits/ feedback.

- Administrator & team arrives to the building and are greeted by [Blackstone team].
- [Blackstone team] will escort Administrator upstairs to the office.
- Administrator arrives and are greeted by [Blackstone team].
- There will be a round of introductions. [Blackstone team] will kick off the meeting.
- They will turn it over to Administrator to introduce himself and say a few remarks.
- [Blackstone team] will open it up to the rest of the room to ask questions and begin the conversation.
- [Blackstone team] will wrap it up and ask if there are any final remarks.

Please let me know when you have identified specific team members (who would meet in the lobby, begin the meeting, etc) so I can include in the Administrator's materials.

Lastly, in terms of participants – please let me know once you've confirmed if anyone else from leadership beyond Elizabeth Lewis and Mike Shapiro will be attending.

Thank you!

Vanessa Millán

Public Engagement Specialist

Office of Public Engagement and Environmental Education

Office of the Administrator

U.S. Environmental Protection Agency

202-891-8207 | she/her



From: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>

Sent: Wednesday, December 7, 2022 11:26 AM

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Cc: Katz, Alex <alex.katz@blackstone.com>; Millan, Vanessa <Millan.Vanessa@epa.gov>; Shapiro, Michael <Michael.Shapiro@Blackstone.com>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah

<Jakob.Avivah@epa.gov>

Subject: RE: Connecting Team EPA & Team Blackstone

1pm would be great.

We'll get you the security contact shortly.

Thanks, Rosemary.

Best,
Jillian

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Thanks,
Rosemary

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Subject: RE: Connecting Team EPA & Team Blackstone

Absolutely. What works for you?

The meeting will be at 345 Park Avenue, NY, NY 10154. Our team will meet you in the lobby and escort you upstairs to our office.

Talk soon!

Best,
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Hi there,

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Subject: RE: Connecting Team EPA & Team Blackstone

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Elizabeth Lewis, Deputy Head of ESG, and Mike Shapiro, GR Managing Director, would be happy to sit down with Administrator Regan on the 12th.

What times does he currently have available?

Look forward to the conversation.

Best,
Jillian

PS – Moving Emily to BCC to save her inbox!

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Cc: Emily Spain <Emily.Spain@kkrr.com>; Katz, Alex <alex.katz@blackstone.com>; Millan, Vanessa

<Millan.Vanessa@epa.gov>

Subject: Re: Connecting Team EPA & Team Blackstone

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Best,
Rosemary

On Dec 5, 2022, at 11:29 AM, Fitzpatrick, Jillian <Jillian.Fitzpatrick@blackstone.com> wrote:

Thanks so much for the follow-up, Rosemary.

Let us check with our internal team to see who will be in town on the 12th and get back to you.
Appreciate your patience!

Best,
Jillian

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Cc: Millan, Vanessa <Millan.Vanessa@epa.gov>

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Hi Jillian and Alex,

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Thanks,
Rosemary

Rosemary Enobakhare
Associate Administrator
Office of Public Engagement and Environmental Education
U.S. EPA Office of the Administrator
1200 Pennsylvania Ave., N.W.

Washington, DC 20460
Cell: 202.573.4614

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Hi there,

I hope everyone had a great weekend. Rosemary, I wanted to put you in touch with my friends Alex and Jillian at Blackstone. I mentioned you're working on some meetings for Administrator Regan on 8/4 and the Blackstone ESG team might be interested/available. Alex and Jillian, this is Rosemary who is the Assistant Administrator for Engagement at EPA. I'll let you all take it from here.

Cheers,
Emily

Emily Spain
Cell: 1.202.230.8248
emily.spain@kkf.com | www.kkf.com | www.kkfresg.com

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Message

From: Millan, Vanessa [Millan.Vanessa@epa.gov]
Sent: 12/9/2022 4:14:46 PM
To: Enobakhare, Rosemary [Enobakhare.Rosemary@epa.gov]
CC: Cortez Russell, Loni [Russell.Loni@epa.gov]; Jakob, Avivah [Jakob.Avivah@epa.gov]
Subject: RE: Monday mtg LIST of Team Blackstone

Will do! They did ask for the security guards' names so I'll add Grant.

From: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Sent: Friday, December 9, 2022 11:02 AM
To: Millan, Vanessa <Millan.Vanessa@epa.gov>
Cc: Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>
Subject: RE: Monday mtg LIST of Team Blackstone

Good to go as of now. Can you loop Grant in with them for the security/advance walk through.

From: Enobakhare, Rosemary
Sent: Friday, December 9, 2022 10:20 AM
To: Millan, Vanessa <Millan.Vanessa@epa.gov>
Cc: Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>
Subject: RE: Monday mtg LIST of Team Blackstone

Thank you! I'll circle back with you.

From: Millan, Vanessa <Millan.Vanessa@epa.gov>
Sent: Friday, December 9, 2022 10:19 AM
To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Cc: Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>
Subject: Monday mtg LIST of Team Blackstone

Bumping the latest list of Blackstone attendees for next steps - highlighted below.

From: Shapiro, Michael <Michael.Shapiro@Blackstone.com>
Sent: Friday, December 9, 2022 9:21 AM
To: Millan, Vanessa <Millan.Vanessa@epa.gov>; Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Cc: Katz, Alex <alex.katz@blackstone.com>; Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>; Etheridge, Wesley <Wesley.Etheridge@Blackstone.com>; Jacques, Laurelle <Laurelle.Jacques@Blackstone.com>
Subject: RE: Connecting Team EPA & Team Blackstone

All,

Please find below the list of attendees, and topics for discussion (we're of course open to topics that are top of mind for you and Administrator Regan, and want to have an open dialogue with some of the firm's leaders in infrastructure, energy, and sustainability)

Blackstone Attendees

- Sean Klimczak, Global Head of Infrastructure and Senior Managing Director

- Kurt Summers, Senior Managing Director and Head of Public-Private Partnerships in Infrastructure
- Elizabeth Lewis, Managing Director and Deputy Head of ESG
- Michael Shapiro, Managing Director

Discussion Topics and Questions to Discuss

- Introductions (kicked off by Blackstone)
- Brief overview of Blackstone Infrastructure, Energy, and ESG investments and initiatives
- Remarks/comments by Administrator Regan and EPA team
- Discussion around infrastructure, electric vehicles, power plants, and clean energy, and other potential overlaps

In this discussion, a few questions on our mind were below – but want a free flowing discussion and to discuss what's top of mind for you were:

- EPA has new resources and initiatives under BIL and IRA for environmental justice, cleaner air, and climate. How is EPA planning to ramp up efforts like the \$27 Bn GHG reduction fund?
- How can private sector play a helpful role?
- What sectors and scaling challenges are top of mind?
- What type of projects need investment to scale?

Thanks a ton,
Mike

Michael Shapiro
Managing Director

Blackstone
345 Park Avenue, New York, New York 10154
T. 646-482-3032 M. 860-306-5849
michael.shapiro@blackstone.com
[Blackstone](#) | [@blackstone](#)

From: Shapiro, Michael <Michael.Shapiro@Blackstone.com>
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To: Millan, Vanessa <Millan.Vanessa@epa.gov>; Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
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Subject: Re: Connecting Team EPA & Team Blackstone

Vanessa,

Many thanks - we will confirm topics and participants by EOD/tomorrow AM,

Thanks a ton,
Mike

From: Millan, Vanessa <Millan.Vanessa@epa.gov>
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To: Shapiro, Michael <Michael.Shapiro@Blackstone.com>; Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
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Thank you!

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Vanessa,

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Thanks a ton,
Mike

Michael Shapiro

Managing Director, Government Relations

Blackstone

345 Park Avenue, New York, New York 10154

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michael.shapiro@blackstone.com

[Blackstone](#) | [@blackstone](#)

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Cc: Katz, Alex <alex.katz@blackstone.com>; Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Shapiro, Michael <Michael.Shapiro@Blackstone.com>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>

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Hi Jillian,

Thank you for confirming the 2:30-3:30PM meeting on Monday, Dec. 12th at Blackstone's office on 345 Park Avenue, NY, NY 10154.

Below are a few follow ups from our meeting today.

Please let us know if there are any other topics the Blackstone team would like to discuss. Some discussion topics we discussed were: infrastructure, electric vehicles, power plants, and clean energy – but let me know if there is anything else.

For the run of show, below is the initial draft for the meeting – open, of course, to your edits/ feedback.

- Administrator & team arrives to the building and are greeted by [Blackstone team].
- [Blackstone team] will escort Administrator upstairs to the office.
- Administrator arrives and are greeted by [Blackstone team].
- There will be a round of introductions. [Blackstone team] will kick off the meeting.
- They will turn it over to Administrator to introduce himself and say a few remarks.
- [Blackstone team] will open it up to the rest of the room to ask questions and begin the conversation.
- [Blackstone team] will wrap it up and ask if there are any final remarks.

Please let me know when you have identified specific team members (who would meet in the lobby, begin the meeting, etc) so I can include in the Administrator's materials.

Lastly, in terms of participants – please let me know once you've confirmed if anyone else from leadership beyond Elizabeth Lewis and Mike Shapiro will be attending.

Thank you!

Vanessa Millán

Public Engagement Specialist

Office of Public Engagement and Environmental Education

Office of the Administrator

U.S. Environmental Protection Agency

202-891-8207 | she/her



From: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>

Sent: Wednesday, December 7, 2022 11:26 AM

To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>

Cc: Katz, Alex <alex.katz@blackstone.com>; Millan, Vanessa <Millan.Vanessa@epa.gov>; Shapiro, Michael <Michael.Shapiro@Blackstone.com>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>

Subject: RE: Connecting Team EPA & Team Blackstone

1pm would be great.

We'll get you the security contact shortly.

Thanks, Rosemary.

Best,
Jillian

From: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Sent: Wednesday, December 7, 2022 10:43 AM
To: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Cc: Katz, Alex <alex.katz@blackstone.com>; Millan, Vanessa <Millan.Vanessa@epa.gov>; Shapiro, Michael <Michael.Shapiro@Blackstone.com>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>
Subject: RE: Connecting Team EPA & Team Blackstone

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Are you available to chat today for 30 minutes between 1pm – 3pm?

The Administrator has an advance and security team that will need to do a walk through and coordinate with you all on his arrival. Who is the best contact for me to loop them in with?

Thanks,
Rosemary

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Cc: Katz, Alex <alex.katz@blackstone.com>; Millan, Vanessa <Millan.Vanessa@epa.gov>; Shapiro, Michael <Michael.Shapiro@Blackstone.com>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>
Subject: RE: Connecting Team EPA & Team Blackstone

Absolutely. What works for you?

The meeting will be at 345 Park Avenue, NY, NY 10154. Our team will meet you in the lobby and escort you upstairs to our office.

Talk soon!

Best,
Jillian

From: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Sent: Wednesday, December 7, 2022 10:28 AM
To: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Cc: Katz, Alex <alex.katz@blackstone.com>; Millan, Vanessa <Millan.Vanessa@epa.gov>; Shapiro, Michael

<Michael.Shapiro@Blackstone.com>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah
<Jakob.Avivah@epa.gov>

Subject: RE: Connecting Team EPA & Team Blackstone

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Hi there,

Sorry for the delay. Perfect, he'd be happy to meet with Elizabeth and Mike along with others from the team while he's in NYC. Can we find time today to hop on the phone to discuss this meeting? Can you also send over the location for this NYC meeting?

I'll circle back with a few timing options for you all to consider.

Thank you! Looking forward to the conversation as well.

Best,
Rosemary

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Sent: Tuesday, December 6, 2022 2:37 PM

To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>

Cc: Katz, Alex <alex.katz@blackstone.com>; Millan, Vanessa <Millan.Vanessa@epa.gov>; Shapiro, Michael <Michael.Shapiro@Blackstone.com>

Subject: RE: Connecting Team EPA & Team Blackstone

Hi, Rosemary –

Elizabeth Lewis, Deputy Head of ESG, and Mike Shapiro, GR Managing Director, would be happy to sit down with Administrator Regan on the 12th.

What times does he currently have available?

Look forward to the conversation.

Best,
Jillian

PS – Moving Emily to BCC to save her inbox!

From: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>

Sent: Monday, December 5, 2022 11:33 AM

To: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>

Cc: Emily Spain <Emily.Spain@kkrr.com>; Katz, Alex <alex.katz@blackstone.com>; Millan, Vanessa <Millan.Vanessa@epa.gov>

Subject: Re: Connecting Team EPA & Team Blackstone

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Perfect, thanks so much. Looking forward to hearing from you.

Best,
Rosemary

On Dec 5, 2022, at 11:29 AM, Fitzpatrick, Jillian <Jillian.Fitzpatrick@blackstone.com> wrote:

Thanks so much for the follow-up, Rosemary.

Let us check with our internal team to see who will be in town on the 12th and get back to you.
Appreciate your patience!

Best,
Jillian

From: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>

Sent: Monday, December 5, 2022 11:27 AM

To: Emily Spain <Emily.Spain@kkrr.com>; Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>; Katz, Alex <alex.katz@blackstone.com>

Cc: Millan, Vanessa <Millan.Vanessa@epa.gov>

Subject: RE: Connecting Team EPA & Team Blackstone

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Hi Jillian and Alex,

I wanted to follow up on Emily's email regarding a meeting with Environmental Protection Agency Administrator Michael S. Regan and your ESG leadership/team. Administrator Regan will be in NYC on Monday, December 12th and we'd love to pull something together with you all. Let me know if you are interested/available. If so, I'd love to hop on the phone with you this week to discuss.

Thanks,
Rosemary

Rosemary Enobakhare
Associate Administrator
Office of Public Engagement and Environmental Education
U.S. EPA Office of the Administrator
1200 Pennsylvania Ave., N.W.
Washington, DC 20460
Cell: 202.573.4614

From: Emily Spain <Emily.Spain@kkcr.com>
Sent: Monday, July 25, 2022 10:54 AM
To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>; Katz, Alex <alex.katz@blackstone.com>
Subject: Connecting Team EPA & Team Blackstone

Hi there,

I hope everyone had a great weekend. Rosemary, I wanted to put you in touch with my friends Alex and Jillian at Blackstone. I mentioned you're working on some meetings for Administrator Regan on 8/4 and the Blackstone ESG team might be interested/available. Alex and Jillian, this is Rosemary who is the Assistant Administrator for Engagement at EPA. I'll let you all take it from here.

Cheers,
Emily

Emily Spain
Cell: 1.202.236.8248
emily.spain@kkcr.com | www.kkcr.com | www.kkresg.com

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Message

From: Millan, Vanessa [Millan.Vanessa@epa.gov]
Sent: 12/9/2022 4:51:18 PM
To: Enobakhare, Rosemary [Enobakhare.Rosemary@epa.gov]; Michalos, Maria [Michalos.Maria@epa.gov]; Bascomb, Desiree [Bascomb.Desiree@epa.gov]
CC: Cortez Russell, Loni [Russell.Loni@epa.gov]; Jakob, Avivah [Jakob.Avivah@epa.gov]
Subject: 12/12 Blackstone meeting - attendees and discussion topics

Hi team, below is the information (attendees and discussion topics) Blackstone sent for Monday's meeting for awareness. They included some potential questions for discussion, some are similar to the ones asked in the KKR fireside chat. Mainly, this is in introductory meeting and they want to have an open dialogue with some of the firm's leaders in infrastructure, energy, and sustainability.

Blackstone Attendees

- Sean Klimczak, Global Head of Infrastructure and Senior Managing Director
- Kurt Summers, Senior Managing Director and Head of Public-Private Partnerships in Infrastructure
- Elizabeth Lewis, Managing Director and Deputy Head of ESG
- Michael Shapiro, Managing Director

Discussion Topics and Questions to Discuss

- Introductions (kicked off by Blackstone)
- Brief overview of Blackstone Infrastructure, Energy, and ESG investments and initiatives
- Remarks/comments by Administrator Regan and EPA team
- Discussion around infrastructure, electric vehicles, power plants, and clean energy, and other potential overlaps

In this discussion, a few questions on our mind were below – but want a free flowing discussion and to discuss what's top of mind for you were:

- EPA has new resources and initiatives under BIL and IRA for environmental justice, cleaner air, and climate. How is EPA planning to ramp up efforts like the \$27 Bn GHG reduction fund?
- How can private sector play a helpful role?
- What sectors and scaling challenges are top of mind?
- What type of projects need investment to scale?

Vanessa Millán

Public Engagement Specialist

Office of Public Engagement and Environmental Education

Office of the Administrator

U.S. Environmental Protection Agency

202-891-8207 | she/her



Message

From: Millan, Vanessa [Millan.Vanessa@epa.gov]
Sent: 12/9/2022 6:12:01 PM
To: Shapiro, Michael [Michael.Shapiro@Blackstone.com]; Fitzpatrick, Jillian [Jillian.Fitzpatrick@Blackstone.com]
CC: Katz, Alex [alex.katz@blackstone.com]; Enobakhare, Rosemary [Enobakhare.Rosemary@epa.gov]; Cortez Russell, Loni [Russell.Loni@epa.gov]; Jakob, Avivah [Jakob.Avivah@epa.gov]; Etheridge, Wesley [Wesley.Etheridge@Blackstone.com]; Jacques, Laurelle [Laurelle.Jacques@Blackstone.com]
Subject: RE: Connecting Team EPA & Team Blackstone

Thank you for this!

From: Shapiro, Michael <Michael.Shapiro@Blackstone.com>
Sent: Friday, December 9, 2022 9:21 AM
To: Millan, Vanessa <Millan.Vanessa@epa.gov>; Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Cc: Katz, Alex <alex.katz@blackstone.com>; Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>; Etheridge, Wesley <Wesley.Etheridge@Blackstone.com>; Jacques, Laurelle <Laurelle.Jacques@Blackstone.com>
Subject: RE: Connecting Team EPA & Team Blackstone

All,

Please find below the list of attendees, and topics for discussion (we're of course open to topics that are top of mind for you and Administrator Regan, and want to have an open dialogue with some of the firm's leaders in infrastructure, energy, and sustainability)

Blackstone Attendees

- Sean Klimczak, Global Head of Infrastructure and Senior Managing Director
- Kurt Summers, Senior Managing Director and Head of Public-Private Partnerships in Infrastructure
- Elizabeth Lewis, Managing Director and Deputy Head of ESG
- Michael Shapiro, Managing Director

Discussion Topics and Questions to Discuss

- Introductions (kicked off by Blackstone)
- Brief overview of Blackstone Infrastructure, Energy, and ESG investments and initiatives
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- EPA has new resources and initiatives under BIL and IRA for environmental justice, cleaner air, and climate. How is EPA planning to ramp up efforts like the \$27 Bn GHG reduction fund?
- How can private sector play a helpful role?
- What sectors and scaling challenges are top of mind?
- What type of projects need investment to scale?

Thanks a ton,
Mike

Michael Shapiro
Managing Director

Blackstone
345 Park Avenue, New York, New York 10154
T. 646-482-3032 M. 860-306-5849
michael.shapiro@blackstone.com
[Blackstone](#) | [@blackstone](#)

From: Shapiro, Michael <Michael.Shapiro@Blackstone.com>
Sent: Thursday, December 8, 2022 10:56 AM
To: Millan, Vanessa <Millan.Vanessa@epa.gov>; Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Cc: Katz, Alex <alex.katz@blackstone.com>; Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>; Etheridge, Wesley <Wesley.Etheridge@Blackstone.com>; Jacques, Laurelle <Laurelle.Jacques@Blackstone.com>
Subject: Re: Connecting Team EPA & Team Blackstone

Vanessa,

Many thanks - we will confirm topics and participants by EOD/tomorrow AM,

Thanks a ton,
Mike

From: Millan, Vanessa <Millan.Vanessa@epa.gov>
Sent: Thursday, December 8, 2022 10:54 AM
To: Shapiro, Michael <Michael.Shapiro@Blackstone.com>; Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Cc: Katz, Alex <alex.katz@blackstone.com>; Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>; Etheridge, Wesley <Wesley.Etheridge@Blackstone.com>; Jacques, Laurelle <Laurelle.Jacques@Blackstone.com>
Subject: RE: Connecting Team EPA & Team Blackstone

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This message came from outside your organization.

Thank you! We would like to confirm all pieces for the meeting by COB today or tomorrow morning at the latest so we can get this into the Administrator's final material before he travels. Could you please let me know the complete list of participants – if additional senior leadership? As well as the topics of discussion?

Please let me know if you need anything from us on this.

Thank you!

From: Shapiro, Michael <Michael.Shapiro@Blackstone.com>
Sent: Thursday, December 8, 2022 9:47 AM
To: Millan, Vanessa <Millan.Vanessa@epa.gov>; Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Cc: Katz, Alex <alex.katz@blackstone.com>; Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>; Etheridge, Wesley <Wesley.Etheridge@Blackstone.com>; Jacques, Laurelle <Laurelle.Jacques@Blackstone.com>
Subject: RE: Connecting Team EPA & Team Blackstone

Vanessa,

Thanks so much for sending across. I'm adding Wesley Etheridge on our team who's coordinating the logistics, and we are very much looking forward to the meeting,

Thanks a ton,
Mike

Michael Shapiro
Managing Director, Government Relations

Blackstone
345 Park Avenue, New York, New York 10154
T. 646-482-3032 M. 860-306-5849
michael.shapiro@blackstone.com
[Blackstone](#) | [@blackstone](#)

From: Millan, Vanessa <Millan.Vanessa@epa.gov>
Sent: Wednesday, December 7, 2022 5:32 PM
To: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Cc: Katz, Alex <alex.katz@blackstone.com>; Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Shapiro, Michael <Michael.Shapiro@Blackstone.com>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>
Subject: RE: Connecting Team EPA & Team Blackstone

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Hi Jillian,

Thank you for confirming the 2:30-3:30PM meeting on Monday, Dec. 12th at Blackstone's office on 345 Park Avenue, NY, NY 10154.

Below are a few follow ups from our meeting today.

Please let us know if there are any other topics the Blackstone team would like to discuss. Some discussion topics we discussed were: infrastructure, electric vehicles, power plants, and clean energy – but let me know if there is anything else.

For the run of show, below is the initial draft for the meeting – open, of course, to your edits/ feedback.

- Administrator & team arrives to the building and are greeted by [Blackstone team].
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Please let me know when you have identified specific team members (who would meet in the lobby, begin the meeting, etc) so I can include in the Administrator's materials.

Lastly, in terms of participants – please let me know once you’ve confirmed if anyone else from leadership beyond Elizabeth Lewis and Mike Shapiro will be attending.

Thank you!

Vanessa Millán
Public Engagement Specialist
Office of Public Engagement and Environmental Education
Office of the Administrator
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202-891-8207 | she/her



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1pm would be great.

We'll get you the security contact shortly.

Thanks, Rosemary.

Best,
Jillian

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Subject: RE: Connecting Team EPA & Team Blackstone

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Thanks,
Rosemary

Rosemary Enobakhare
Associate Administrator
Office of Public Engagement and Environmental Education
U.S. EPA Office of the Administrator
1200 Pennsylvania Ave., N.W.
Washington, DC 20460
Cell: 202.573.4614

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Sent: Monday, July 25, 2022 10:54 AM
To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>; Katz, Alex <alex.katz@blackstone.com>
Subject: Connecting Team EPA & Team Blackstone

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Cheers,
Emily

Emily Spain
Cell: 1.202.236.8248
emily.spain@kkr.com | www.kkr.com | www.kkresg.com

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Message

From: Millan, Vanessa [Millan.Vanessa@epa.gov]
Sent: 12/9/2022 7:22:50 PM
To: Bascomb, Desiree [Bascomb.Desiree@epa.gov]
CC: Enobakhare, Rosemary [Enobakhare.Rosemary@epa.gov]; Michalos, Maria [Michalos.Maria@epa.gov]; Cortez Russell, Loni [Russell.Loni@epa.gov]; Jakob, Avivah [Jakob.Avivah@epa.gov]
Subject: Re: 12/12 Blackstone meeting - attendees and discussion topics

Yes, I'll share the memo with you! I've included similar key points/ background from the KKR fireside chat that are relevant.

On Dec 9, 2022, at 2:08 PM, Bascomb, Desiree <Bascomb.Desiree@epa.gov> wrote:

Thanks, Vanessa! I'm assuming you all are providing background information in the memo for this engagement. Please let me know if that's not the case.

Thanks,

From: Millan, Vanessa <Millan.Vanessa@epa.gov>
Sent: Friday, December 9, 2022 11:51 AM
To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Michalos, Maria <Michalos.Maria@epa.gov>; Bascomb, Desiree <Bascomb.Desiree@epa.gov>
Cc: Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>
Subject: 12/12 Blackstone meeting - attendees and discussion topics

Hi team, below is the information (attendees and discussion topics) Blackstone sent for Monday's meeting for awareness. They included some potential questions for discussion, some are similar to the ones asked in the KKR fireside chat. Mainly, this is in introductory meeting and they want to have an open dialogue with some of the firm's leaders in infrastructure, energy, and sustainability.

Blackstone Attendees

1. Sean Klimczak, Global Head of Infrastructure and Senior Managing Director
2. Kurt Summers, Senior Managing Director and Head of Public-Private Partnerships in Infrastructure
3. Elizabeth Lewis, Managing Director and Deputy Head of ESG
4. Michael Shapiro, Managing Director

Discussion Topics and Questions to Discuss

1. Introductions (kicked off by Blackstone)
2. Brief overview of Blackstone Infrastructure, Energy, and ESG investments and initiatives
3. Remarks/comments by Administrator Regan and EPA team
4. Discussion around infrastructure, electric vehicles, power plants, and clean energy, and other potential overlaps

In this discussion, a few questions on our mind were below – but want a free flowing discussion and to discuss what's top of mind for you were:

1. EPA has new resources and initiatives under BIL and IRA for environmental justice, cleaner air, and climate. How is EPA planning to ramp up efforts like the \$27 Bn GHG reduction fund?
2. How can private sector play a helpful role?
3. What sectors and scaling challenges are top of mind?
4. What type of projects need investment to scale?

Vanessa Millán

Public Engagement Specialist

Office of Public Engagement and Environmental Education

Office of the Administrator

U.S. Environmental Protection Agency

202-891-8207 | she/her

<image001.png>

Message

From: Bascomb, Desiree [Bascomb.Desiree@epa.gov]
Sent: 12/9/2022 7:32:05 PM
To: Millan, Vanessa [Millan.Vanessa@epa.gov]
CC: Enobakhare, Rosemary [Enobakhare.Rosemary@epa.gov]; Michalos, Maria [Michalos.Maria@epa.gov]; Cortez Russell, Loni [Russell.Loni@epa.gov]; Jakob, Avivah [Jakob.Avivah@epa.gov]
Subject: RE: 12/12 Blackstone meeting - attendees and discussion topics

Sounds good!

It looks like this will be a free flowing causal conversation, and the KKR materials certainly touched on the below topics, but please let me know if you believe the Administrator will need anything more specific.

From: Millan, Vanessa <Millan.Vanessa@epa.gov>
Sent: Friday, December 9, 2022 2:23 PM
To: Bascomb, Desiree <Bascomb.Desiree@epa.gov>
Cc: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Michalos, Maria <Michalos.Maria@epa.gov>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>
Subject: Re: 12/12 Blackstone meeting - attendees and discussion topics

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Thanks, Vanessa! I'm assuming you all are providing background information in the memo for this engagement. Please let me know if that's not the case.

Thanks,

From: Millan, Vanessa <Millan.Vanessa@epa.gov>
Sent: Friday, December 9, 2022 11:51 AM
To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Michalos, Maria <Michalos.Maria@epa.gov>; Bascomb, Desiree <Bascomb.Desiree@epa.gov>
Cc: Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>
Subject: 12/12 Blackstone meeting - attendees and discussion topics

Hi team, below is the information (attendees and discussion topics) Blackstone sent for Monday's meeting for awareness. They included some potential questions for discussion, some are similar to the ones asked in the KKR fireside chat. Mainly, this is in introductory meeting and they want to have an open dialogue with some of the firm's leaders in infrastructure, energy, and sustainability.

Blackstone Attendees

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2. Kurt Summers, Senior Managing Director and Head of Public-Private Partnerships in Infrastructure
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Discussion Topics and Questions to Discuss

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In this discussion, a few questions on our mind were below – but want a free flowing discussion and to discuss what's top of mind for you were:

1. EPA has new resources and initiatives under BIL and IRA for environmental justice, cleaner air, and climate. How is EPA planning to ramp up efforts like the \$27 Bn GHG reduction fund?
2. How can private sector play a helpful role?
3. What sectors and scaling challenges are top of mind?
4. What type of projects need investment to scale?

Vanessa Millán

Public Engagement Specialist

Office of Public Engagement and Environmental Education

Office of the Administrator

U.S. Environmental Protection Agency

202-891-8207 | she/her

<image001.png>

Message

From: Millan, Vanessa [Millan.Vanessa@epa.gov]
Sent: 12/9/2022 9:08:29 PM
To: Enobakhare, Rosemary [Enobakhare.Rosemary@epa.gov]
Subject: Millan, Vanessa shared "12 12 2022 NYC Blackstone Event Memo" with you.




Millan, Vanessa shared a file with you

Here is the drafted event memo for the Blackstone meeting on Monday!



12 12 2022 NYC Blackstone Event Memo

 This link only works for the direct recipients of this message.

Open

Message

From: Millan, Vanessa in Teams [noreply@gcc-email.teams.microsoft.com]
Sent: 12/9/2022 10:40:17 PM
To: Enobakhare, Rosemary [Enobakhare.Rosemary@epa.gov]
Subject: Vanessa sent a message

Hi,

Your teammates are trying to reach you in **Microsoft Teams**.

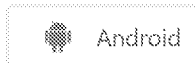
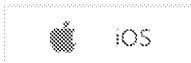


Vanessa sent a message in chat

also, blackstone was asking if EPA could arrive by 2:20pm to the office bc some of their attendees need to leave...

Reply in Teams

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Message

From: Millan, Vanessa [Millan.Vanessa@epa.gov]
Sent: 12/11/2022 4:16:23 PM
To: Fitzpatrick, Jillian [Jillian.Fitzpatrick@Blackstone.com]; Shapiro, Michael [Michael.Shapiro@Blackstone.com]
CC: Katz, Alex [alex.katz@blackstone.com]; Enobakhare, Rosemary [Enobakhare.Rosemary@epa.gov]; Cortez Russell, Loni [Russell.Loni@epa.gov]; Jakob, Avivah [Jakob.Avivah@epa.gov]; Etheridge, Wesley [Wesley.Etheridge@Blackstone.com]; Jacques, Laurelle [Laurelle.Jacques@Blackstone.com]
Subject: RE: Connecting Team EPA & Team Blackstone

Thank you!

From: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Sent: Saturday, December 10, 2022 7:36 AM
To: Millan, Vanessa <Millan.Vanessa@epa.gov>; Shapiro, Michael <Michael.Shapiro@Blackstone.com>
Cc: Katz, Alex <alex.katz@blackstone.com>; Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>; Etheridge, Wesley <Wesley.Etheridge@Blackstone.com>; Jacques, Laurelle <Laurelle.Jacques@Blackstone.com>
Subject: Re: Connecting Team EPA & Team Blackstone

Hi, all —

Jon Gray, Blackstone's President and COO, also plans to stop by to say hello during the meeting. His bio is linked [here](#).

Safe travels!

Best,
Jillian

From: Millan, Vanessa <Millan.Vanessa@epa.gov>
Sent: Friday, December 9, 2022 1:12:01 PM
To: Shapiro, Michael <Michael.Shapiro@Blackstone.com>; Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Cc: Katz, Alex <alex.katz@blackstone.com>; Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>; Etheridge, Wesley <Wesley.Etheridge@Blackstone.com>; Jacques, Laurelle <Laurelle.Jacques@Blackstone.com>
Subject: RE: Connecting Team EPA & Team Blackstone

This Message Is From an External Sender
This message came from outside your organization.

Thank you for this!

From: Shapiro, Michael <Michael.Shapiro@Blackstone.com>
Sent: Friday, December 9, 2022 9:21 AM
To: Millan, Vanessa <Millan.Vanessa@epa.gov>; Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Cc: Katz, Alex <alex.katz@blackstone.com>; Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>; Etheridge, Wesley <Wesley.Etheridge@Blackstone.com>; Jacques, Laurelle <Laurelle.Jacques@Blackstone.com>
Subject: RE: Connecting Team EPA & Team Blackstone

All,

Please find below the list of attendees, and topics for discussion (we're of course open to topics that are top of mind for you and Administrator Regan, and want to have an open dialogue with some of the firm's leaders in infrastructure, energy, and sustainability)

Blackstone Attendees

- Sean Klimczak, Global Head of Infrastructure and Senior Managing Director
- Kurt Summers, Senior Managing Director and Head of Public-Private Partnerships in Infrastructure
- Elizabeth Lewis, Managing Director and Deputy Head of ESG
- Michael Shapiro, Managing Director

Discussion Topics and Questions to Discuss

- Introductions (kicked off by Blackstone)
- Brief overview of Blackstone Infrastructure, Energy, and ESG investments and initiatives
- Remarks/comments by Administrator Regan and EPA team
- Discussion around infrastructure, electric vehicles, power plants, and clean energy, and other potential overlaps

In this discussion, a few questions on our mind were below – but want a free flowing discussion and to discuss what's top of mind for you were:

- EPA has new resources and initiatives under BIL and IRA for environmental justice, cleaner air, and climate. How is EPA planning to ramp up efforts like the \$27 Bn GHG reduction fund?
- How can private sector play a helpful role?
- What sectors and scaling challenges are top of mind?
- What type of projects need investment to scale?

Thanks a ton,
Mike

Michael Shapiro
Managing Director

Blackstone
345 Park Avenue, New York, New York 10154
T. 646-482-3032 M. 860-306-5849
michael.shapiro@blackstone.com
[Blackstone](#) | [@blackstone](#)

From: Shapiro, Michael <Michael.Shapiro@Blackstone.com>
Sent: Thursday, December 8, 2022 10:56 AM
To: Millan, Vanessa <Millan.Vanessa@epa.gov>; Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Cc: Katz, Alex <alex.katz@blackstone.com>; Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>; Etheridge, Wesley <Wesley.Etheridge@Blackstone.com>; Jacques, Laurelle <Laurelle.Jacques@Blackstone.com>
Subject: Re: Connecting Team EPA & Team Blackstone

Vanessa,

Many thanks - we will confirm topics and participants by EOD/tomorrow AM,

Thanks a ton,

Mike

From: Millan, Vanessa <Millan.Vanessa@epa.gov>
Sent: Thursday, December 8, 2022 10:54 AM
To: Shapiro, Michael <Michael.Shapiro@Blackstone.com>; Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Cc: Katz, Alex <alex.katz@blackstone.com>; Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>; Etheridge, Wesley <Wesley.Etheridge@Blackstone.com>; Jacques, Laurelle <Laurelle.Jacques@Blackstone.com>
Subject: RE: Connecting Team EPA & Team Blackstone

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Thank you! We would like to confirm all pieces for the meeting by COB today or tomorrow morning at the latest so we can get this into the Administrator's final material before he travels. Could you please let me know the complete list of participants – if additional senior leadership? As well as the topics of discussion?

Please let me know if you need anything from us on this.

Thank you!

From: Shapiro, Michael <Michael.Shapiro@Blackstone.com>
Sent: Thursday, December 8, 2022 9:47 AM
To: Millan, Vanessa <Millan.Vanessa@epa.gov>; Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Cc: Katz, Alex <alex.katz@blackstone.com>; Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>; Etheridge, Wesley <Wesley.Etheridge@Blackstone.com>; Jacques, Laurelle <Laurelle.Jacques@Blackstone.com>
Subject: RE: Connecting Team EPA & Team Blackstone

Vanessa,

Thanks so much for sending across. I'm adding Wesley Etheridge on our team who's coordinating the logistics, and we are very much looking forward to the meeting,

Thanks a ton,
Mike

Michael Shapiro
Managing Director, Government Relations

Blackstone
345 Park Avenue, New York, New York 10154
T. 646-482-3032 M. 860-306-5849
michael.shapiro@blackstone.com
[Blackstone](#) | [@blackstone](#)

From: Millan, Vanessa <Millan.Vanessa@epa.gov>
Sent: Wednesday, December 7, 2022 5:32 PM
To: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Cc: Katz, Alex <alex.katz@blackstone.com>; Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Shapiro, Michael <Michael.Shapiro@Blackstone.com>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah

<Jakob.Avivah@epa.gov>

Subject: RE: Connecting Team EPA & Team Blackstone

This Message Is From an External Sender

This message came from outside your organization.

Hi Jillian,

Thank you for confirming the 2:30-3:30PM meeting on Monday, Dec. 12th at Blackstone's office on 345 Park Avenue, NY, NY 10154.

Below are a few follow ups from our meeting today.

Please let us know if there are any other topics the Blackstone team would like to discuss. Some discussion topics we discussed were: infrastructure, electric vehicles, power plants, and clean energy – but let me know if there is anything else.

For the run of show, below is the initial draft for the meeting – open, of course, to your edits/ feedback.

- Administrator & team arrives to the building and are greeted by [Blackstone team].
- [Blackstone team] will escort Administrator upstairs to the office.
- Administrator arrives and are greeted by [Blackstone team].
- There will be a round of introductions. [Blackstone team] will kick off the meeting.
- They will turn it over to Administrator to introduce himself and say a few remarks.
- [Blackstone team] will open it up to the rest of the room to ask questions and begin the conversation.
- [Blackstone team] will wrap it up and ask if there are any final remarks.

Please let me know when you have identified specific team members (who would meet in the lobby, begin the meeting, etc) so I can include in the Administrator's materials.

Lastly, in terms of participants – please let me know once you've confirmed if anyone else from leadership beyond Elizabeth Lewis and Mike Shapiro will be attending.

Thank you!

Vanessa Millán

Public Engagement Specialist

Office of Public Engagement and Environmental Education

Office of the Administrator

U.S. Environmental Protection Agency

202-891-8207 | she/her



From: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>

Sent: Wednesday, December 7, 2022 11:26 AM

To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>

Cc: Katz, Alex <alex.katz@blackstone.com>; Millan, Vanessa <Millan.Vanessa@epa.gov>; Shapiro, Michael

<Michael.Shapiro@Blackstone.com>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>

Subject: RE: Connecting Team EPA & Team Blackstone

1pm would be great.

We'll get you the security contact shortly.

Thanks, Rosemary.

Best,
Jillian

From: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>

Sent: Wednesday, December 7, 2022 10:43 AM

To: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>

Cc: Katz, Alex <alex.katz@blackstone.com>; Millan, Vanessa <Millan.Vanessa@epa.gov>; Shapiro, Michael <Michael.Shapiro@Blackstone.com>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>

Subject: RE: Connecting Team EPA & Team Blackstone

This Message Is From an External Sender

This message came from outside your organization.

Are you available to chat today for 30 minutes between 1pm – 3pm?

The Administrator has an advance and security team that will need to do a walk through and coordinate with you all on his arrival. Who is the best contact for me to loop them in with?

Thanks,
Rosemary

From: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>

Sent: Wednesday, December 7, 2022 10:32 AM

To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>

Cc: Katz, Alex <alex.katz@blackstone.com>; Millan, Vanessa <Millan.Vanessa@epa.gov>; Shapiro, Michael <Michael.Shapiro@Blackstone.com>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>

Subject: RE: Connecting Team EPA & Team Blackstone

Absolutely. What works for you?

The meeting will be at 345 Park Avenue, NY, NY 10154. Our team will meet you in the lobby and escort you upstairs to our office.

Talk soon!

Best,
Jillian

From: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Sent: Wednesday, December 7, 2022 10:28 AM
To: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Cc: Katz, Alex <alex.katz@blackstone.com>; Millan, Vanessa <Millan.Vanessa@epa.gov>; Shapiro, Michael <Michael.Shapiro@Blackstone.com>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>
Subject: RE: Connecting Team EPA & Team Blackstone

This Message Is From an External Sender

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Hi there,

Sorry for the delay. Perfect, he'd be happy to meet with Elizabeth and Mike along with others from the team while he's in NYC. Can we find time today to hop on the phone to discuss this meeting? Can you also send over the location for this NYC meeting?

I'll circle back with a few timing options for you all to consider.

Thank you! Looking forward to the conversation as well.

Best,
Rosemary

From: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Sent: Tuesday, December 6, 2022 2:37 PM
To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Cc: Katz, Alex <alex.katz@blackstone.com>; Millan, Vanessa <Millan.Vanessa@epa.gov>; Shapiro, Michael <Michael.Shapiro@Blackstone.com>
Subject: RE: Connecting Team EPA & Team Blackstone

Hi, Rosemary –

Elizabeth Lewis, Deputy Head of ESG, and Mike Shapiro, GR Managing Director, would be happy to sit down with Administrator Regan on the 12th.

What times does he currently have available?

Look forward to the conversation.

Best,
Jillian

PS – Moving Emily to BCC to save her inbox!

From: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Sent: Monday, December 5, 2022 11:33 AM
To: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Cc: Emily Spain <Emily.Spain@kkrr.com>; Katz, Alex <alex.katz@blackstone.com>; Millan, Vanessa

<Millan.Vanessa@epa.gov>

Subject: Re: Connecting Team EPA & Team Blackstone

This Message Is From an External Sender

This message came from outside your organization.

Perfect, thanks so much. Looking forward to hearing from you.

Best,
Rosemary

On Dec 5, 2022, at 11:29 AM, Fitzpatrick, Jillian <Jillian.Fitzpatrick@blackstone.com> wrote:

Thanks so much for the follow-up, Rosemary.

Let us check with our internal team to see who will be in town on the 12th and get back to you.
Appreciate your patience!

Best,
Jillian

From: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>

Sent: Monday, December 5, 2022 11:27 AM

To: Emily Spain <Emily.Spain@kkrr.com>; Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>; Katz, Alex <alex.katz@blackstone.com>

Cc: Millan, Vanessa <Millan.Vanessa@epa.gov>

Subject: RE: Connecting Team EPA & Team Blackstone

This Message Is From an External Sender

This message came from outside your organization.

Hi Jillian and Alex,

I wanted to follow up on Emily's email regarding a meeting with Environmental Protection Agency Administrator Michael S. Regan and your ESG leadership/team. Administrator Regan will be in NYC on Monday, December 12th and we'd love to pull something together with you all. Let me know if you are interested/available. If so, I'd love to hop on the phone with you this week to discuss.

Thanks,
Rosemary

Rosemary Enobakhare
Associate Administrator
Office of Public Engagement and Environmental Education
U.S. EPA Office of the Administrator
1200 Pennsylvania Ave., N.W.

Washington, DC 20460
Cell: 202.573.4614

From: Emily Spain <Emily.Spain@kkcr.com>
Sent: Monday, July 25, 2022 10:54 AM
To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>; Katz, Alex <alex.katz@blackstone.com>
Subject: Connecting Team EPA & Team Blackstone

Hi there,

I hope everyone had a great weekend. Rosemary, I wanted to put you in touch with my friends Alex and Jillian at Blackstone. I mentioned you're working on some meetings for Administrator Regan on 8/4 and the Blackstone ESG team might be interested/available. Alex and Jillian, this is Rosemary who is the Assistant Administrator for Engagement at EPA. I'll let you all take it from here.

Cheers,
Emily

Emily Spain
Cell: 1.202.236.8248
emily.spain@kkcr.com | www.kkcr.com | www.kkresg.com

=====

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Message

From: Millan, Vanessa [Millan.Vanessa@epa.gov]
Sent: 12/11/2022 4:16:49 PM
To: Enobakhare, Rosemary [Enobakhare.Rosemary@epa.gov]
Subject: RE: Millan, Vanessa shared "12 12 2022 NYC Blackstone Event Memo" with you.

Hi Rosemary, I updated the memo to include the latest addition of Jon Gray, Blackstone's President and COO, stopping by the meeting.

 [12 12 2022 NYC Blackstone Event Memo.docx](#)

From: Millan, Vanessa
Sent: Friday, December 9, 2022 4:08 PM
To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Subject: Millan, Vanessa shared "12 12 2022 NYC Blackstone Event Memo" with you.



Millan, Vanessa shared a file with you

Here is the drafted event memo for the Blackstone meeting on Monday!



[12 12 2022 NYC Blackstone Event Memo](#)



This link only works for the direct recipients of this message.

Open

Message

From: Millan, Vanessa [Millan.Vanessa@epa.gov]
Sent: 12/12/2022 2:12:32 PM
To: Enobakhare, Rosemary [Enobakhare.Rosemary@epa.gov]
Subject: Re: Connecting Team EPA & Team Blackstone

Yes he's CCed in the email but didn't respond to it.

On Dec 12, 2022, at 9:08 AM, Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov> wrote:

Got it. Did they communicate that to advance? We'll most likely get there ahead of time but just want to make sure they are connecting with Grant re arrival.

Sent from my iPhone

On Dec 12, 2022, at 8:54 AM, Millan, Vanessa <Millan.Vanessa@epa.gov> wrote:

Hi Rosemary, Blackstone is asking if the Administrator can arrive by 2:20pm at the lobby to allow enough time to get upstairs to their office to start the meeting at 2:30? Please let me know, security wants to know asap

Begin forwarded message:

From: "Etheridge, Wesley" <Wesley.Etheridge@blackstone.com>
Date: December 12, 2022 at 8:35:15 AM EST
To: "Millan, Vanessa" <Millan.Vanessa@epa.gov>, "O'Brien, Grant" <OBrien.Grant@epa.gov>
Subject: FW: Connecting Team EPA & Team Blackstone

Good morning, Vanessa and Grant.

We're finalizing Mr. Regan's visit details.

Would you please confirm whether he will be able to arrive at 2:20 p.m. today as soon as possible?

Thank you.

Best regards,

Wesley

(Ms.) Wesley Etheridge
Assistant

Blackstone
345 Park Avenue New York NY 10154
T. 646-482-1797 M. 347-224-3622
wesley.etheridge@blackstone.com

Blackstone | @blackstone

From: Etheridge, Wesley
Sent: Friday, December 9, 2022 2:16 PM
To: Millan, Vanessa <Millan.Vanessa@epa.gov>; obrien.grant@epa.gov
Cc: Deane, Matthew <Matthew.Deane@Blackstone.com>
Subject: RE: Connecting Team EPA & Team Blackstone

Hello, Vanessa and Grant.

There is a Blackstone attendee or 2 that must leave the meeting a little early so would you be able to schedule the EPA team to arrive at 345 Park by 2:20 so we can get the meeting started by 2:30?

Thank you.

Wesley

(Ms.) Wesley Etheridge
Assistant

Blackstone
345 Park Avenue New York NY 10154
T. 646-482-1797 M. 347-224-3622
wesley.etheridge@blackstone.com
Blackstone | @blackstone

From: Millan, Vanessa <Millan.Vanessa@epa.gov>
Sent: Friday, December 9, 2022 1:23 PM
To: Etheridge, Wesley <Wesley.Etheridge@Blackstone.com>
Subject: RE: Connecting Team EPA & Team Blackstone

This Message Is From an External Sender

This message came from outside your organization.

The calendar invite can be sent to the following EPA representatives:
Kathleen Lance <Lance.Kathleen@epa.gov>;
Rosemary Enobakhare <Enobakhare.Rosemary@epa.gov>;
Maria Michalos <michalos.maria@epa.gov>;

Thank you!

From: Etheridge, Wesley <Wesley.Etheridge@Blackstone.com>
Sent: Friday, December 9, 2022 1:14 PM
To: Millan, Vanessa <Millan.Vanessa@epa.gov>
Subject: RE: Connecting Team EPA & Team Blackstone

Vanessa,

Who would you like me to send the Outlook calendar invite to at EPA?

Wesley

(Ms.) Wesley Etheridge

Assistant

Blackstone

345 Park Avenue New York NY 10154

T. 646-482-1797 M. 347-224-3622

wesley.etheridge@blackstone.com

[Blackstone](#) | [@blackstone](#)

From: Millan, Vanessa <Millan.Vanessa@epa.gov>

Sent: Friday, December 9, 2022 1:12 PM

To: Shapiro, Michael <Michael.Shapiro@Blackstone.com>; Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>

Cc: Katz, Alex <alex.katz@blackstone.com>; Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>; Etheridge, Wesley <Wesley.Etheridge@Blackstone.com>; Jacques, Laurelle <Laurelle.Jacques@Blackstone.com>

Subject: RE: Connecting Team EPA & Team Blackstone

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Thank you for this!

From: Shapiro, Michael <Michael.Shapiro@Blackstone.com>

Sent: Friday, December 9, 2022 9:21 AM

To: Millan, Vanessa <Millan.Vanessa@epa.gov>; Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>

Cc: Katz, Alex <alex.katz@blackstone.com>; Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>; Etheridge, Wesley <Wesley.Etheridge@Blackstone.com>; Jacques, Laurelle <Laurelle.Jacques@Blackstone.com>

Subject: RE: Connecting Team EPA & Team Blackstone

All,

Please find below the list of attendees, and topics for discussion (we're of course open to topics that are top of mind for you and Administrator Regan, and want to have an open dialogue with some of the firm's leaders in infrastructure, energy, and sustainability)

Blackstone Attendees

1. Sean Klimczak, Global Head of Infrastructure and Senior Managing Director
2. Kurt Summers, Senior Managing Director and Head of Public-Private Partnerships in Infrastructure
3. Elizabeth Lewis, Managing Director and Deputy Head of ESG
4. Michael Shapiro, Managing Director

Discussion Topics and Questions to Discuss

1. Introductions (kicked off by Blackstone)
2. Brief overview of Blackstone Infrastructure, Energy, and ESG investments and initiatives
3. Remarks/comments by Administrator Regan and EPA team
4. Discussion around infrastructure, electric vehicles, power plants, and clean energy, and other potential overlaps

In this discussion, a few questions on our mind were below – but want a free flowing discussion and to discuss what’s top of mind for you were:

1. EPA has new resources and initiatives under BIL and IRA for environmental justice, cleaner air, and climate. How is EPA planning to ramp up efforts like the \$27 Bn GHG reduction fund?
2. How can private sector play a helpful role?
3. What sectors and scaling challenges are top of mind?
4. What type of projects need investment to scale?

Thanks a ton,
Mike

Michael Shapiro
Managing Director

Blackstone
345 Park Avenue, New York, New York 10154
T. 646-482-3032 M. 860-306-5849
michael.shapiro@blackstone.com
[Blackstone](#) | [@blackstone](#)

From: Shapiro, Michael <Michael.Shapiro@Blackstone.com>
Sent: Thursday, December 8, 2022 10:56 AM
To: Millan, Vanessa <Millan.Vanessa@epa.gov>; Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Cc: Katz, Alex <alex.katz@blackstone.com>; Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>; Etheridge, Wesley <Wesley.Etheridge@Blackstone.com>; Jacques, Laurelle <Laurelle.Jacques@Blackstone.com>
Subject: Re: Connecting Team EPA & Team Blackstone

Vanessa,

Many thanks - we will confirm topics and participants by EOD/tomorrow AM,

Thanks a ton,
Mike

From: Millan, Vanessa <Millan.Vanessa@epa.gov>
Sent: Thursday, December 8, 2022 10:54 AM
To: Shapiro, Michael <Michael.Shapiro@Blackstone.com>; Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Cc: Katz, Alex <alex.katz@blackstone.com>; Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>; Etheridge, Wesley <Wesley.Etheridge@Blackstone.com>; Jacques, Laurelle <Laurelle.Jacques@Blackstone.com>
Subject: RE: Connecting Team EPA & Team Blackstone

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This message came from outside your organization.

Thank you! We would like to confirm all pieces for the meeting by COB today or tomorrow morning at the latest so we can get this into the Administrator's final material before he travels. Could you please let me know the complete list of participants – if additional senior leadership? As well as the topics of discussion?

Please let me know if you need anything from us on this.

Thank you!

From: Shapiro, Michael <Michael.Shapiro@Blackstone.com>
Sent: Thursday, December 8, 2022 9:47 AM
To: Millan, Vanessa <Millan.Vanessa@epa.gov>; Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Cc: Katz, Alex <alex.katz@blackstone.com>; Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>; Etheridge, Wesley <Wesley.Etheridge@Blackstone.com>; Jacques, Laurelle <Laurelle.Jacques@Blackstone.com>
Subject: RE: Connecting Team EPA & Team Blackstone

Vanessa,

Thanks so much for sending across. I'm adding Wesley Etheridge on our team who's coordinating the logistics, and we are very much looking forward to the meeting,

Thanks a ton,
Mike

Michael Shapiro
Managing Director, Government Relations

Blackstone

345 Park Avenue, New York, New York 10154

T. 646-482-3032 M. 860-306-5849

michael.shapiro@blackstone.com

[Blackstone](#) | [@blackstone](#)

From: Millan, Vanessa <Millan.Vanessa@epa.gov>

Sent: Wednesday, December 7, 2022 5:32 PM

To: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>

Cc: Katz, Alex <alex.katz@blackstone.com>; Enobakhare, Rosemary

<Enobakhare.Rosemary@epa.gov>; Shapiro, Michael

<Michael.Shapiro@Blackstone.com>; Cortez Russell, Loni

<Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>

Subject: RE: Connecting Team EPA & Team Blackstone

This Message Is From an External Sender

This message came from outside your organization.

Hi Jillian,

Thank you for confirming the 2:30-3:30PM meeting on Monday, Dec. 12th at Blackstone's office on 345 Park Avenue, NY, NY 10154.

Below are a few follow ups from our meeting today.

Please let us know if there are any other topics the Blackstone team would like to discuss. Some discussion topics we discussed were: infrastructure, electric vehicles, power plants, and clean energy – but let me know if there is anything else.

For the run of show, below is the initial draft for the meeting – open, of course, to your edits/ feedback.

1. Administrator & team arrives to the building and are greeted by [Blackstone team].
2. [Blackstone team] will escort Administrator upstairs to the office.
3. Administrator arrives and are greeted by [Blackstone team].
4. There will be a round of introductions. [Blackstone team] will kick off the meeting.
5. They will turn it over to Administrator to introduce himself and say a few remarks.
6. [Blackstone team] will open it up to the rest of the room to ask questions and begin the conversation.
7. [Blackstone team] will wrap it up and ask if there are any final remarks.

Please let me know when you have identified specific team members (who would meet in the lobby, begin the meeting, etc) so I can include in the Administrator's materials.

Lastly, in terms of participants – please let me know once you’ve confirmed if anyone else from leadership beyond Elizabeth Lewis and Mike Shapiro will be attending.

Thank you!

Vanessa Millán
Public Engagement Specialist
Office of Public Engagement and Environmental Education
Office of the Administrator
U.S. Environmental Protection Agency
202-891-8207 | she/her

<image001.png>

From: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Sent: Wednesday, December 7, 2022 11:26 AM
To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Cc: Katz, Alex <alex.katz@blackstone.com>; Millan, Vanessa <Millan.Vanessa@epa.gov>; Shapiro, Michael <Michael.Shapiro@Blackstone.com>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>
Subject: RE: Connecting Team EPA & Team Blackstone

1pm would be great.

We’ll get you the security contact shortly.

Thanks, Rosemary.

Best,
Jillian

From: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Sent: Wednesday, December 7, 2022 10:43 AM
To: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Cc: Katz, Alex <alex.katz@blackstone.com>; Millan, Vanessa <Millan.Vanessa@epa.gov>; Shapiro, Michael <Michael.Shapiro@Blackstone.com>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>
Subject: RE: Connecting Team EPA & Team Blackstone

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Are you available to chat today for 30 minutes between 1pm – 3pm?

The Administrator has an advance and security team that will need to do a walk through and coordinate with you all on his arrival. Who is the best contact for me to loop them in with?

Thanks,
Rosemary

From: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Sent: Wednesday, December 7, 2022 10:32 AM
To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Cc: Katz, Alex <alex.katz@blackstone.com>; Millan, Vanessa <Millan.Vanessa@epa.gov>; Shapiro, Michael <Michael.Shapiro@Blackstone.com>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>
Subject: RE: Connecting Team EPA & Team Blackstone

Absolutely. What works for you?

The meeting will be at 345 Park Avenue, NY, NY 10154. Our team will meet you in the lobby and escort you upstairs to our office.

Talk soon!

Best,
Jillian

From: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Sent: Wednesday, December 7, 2022 10:28 AM
To: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Cc: Katz, Alex <alex.katz@blackstone.com>; Millan, Vanessa <Millan.Vanessa@epa.gov>; Shapiro, Michael <Michael.Shapiro@Blackstone.com>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>
Subject: RE: Connecting Team EPA & Team Blackstone

This Message Is From an External Sender

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Hi there,

Sorry for the delay. Perfect, he'd be happy to meet with Elizabeth and Mike along with others from the team while he's in NYC. Can we find time today to hop on the phone to discuss this meeting? Can you also send over the location for this NYC meeting?

I'll circle back with a few timing options for you all to consider.

Thank you! Looking forward to the conversation as well.

Best,

Rosemary

From: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Sent: Tuesday, December 6, 2022 2:37 PM
To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Cc: Katz, Alex <alex.katz@blackstone.com>; Millan, Vanessa <Millan.Vanessa@epa.gov>; Shapiro, Michael <Michael.Shapiro@Blackstone.com>
Subject: RE: Connecting Team EPA & Team Blackstone

Hi, Rosemary –

Elizabeth Lewis, Deputy Head of ESG, and Mike Shapiro, GR Managing Director, would be happy to sit down with Administrator Regan on the 12th.

What times does he currently have available?

Look forward to the conversation.

Best,
Jillian

PS – Moving Emily to BCC to save her inbox!

From: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Sent: Monday, December 5, 2022 11:33 AM
To: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Cc: Emily Spain <Emily.Spain@kkrr.com>; Katz, Alex <alex.katz@blackstone.com>; Millan, Vanessa <Millan.Vanessa@epa.gov>
Subject: Re: Connecting Team EPA & Team Blackstone

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Perfect, thanks so much. Looking forward to hearing from you.

Best,
Rosemary

On Dec 5, 2022, at 11:29 AM, Fitzpatrick, Jillian
<Jillian.Fitzpatrick@blackstone.com> wrote:

Thanks so much for the follow-up, Rosemary.

Let us check with our internal team to see who will be in town on the 12th and get back to you. Appreciate your patience!

Best,
Jillian

From: Enobakhare, Rosemary
<Enobakhare.Rosemary@epa.gov>
Sent: Monday, December 5, 2022 11:27 AM
To: Emily Spain <Emily.Spain@kkr.com>; Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>; Katz, Alex <alex.katz@blackstone.com>
Cc: Millan, Vanessa <Millan.Vanessa@epa.gov>
Subject: RE: Connecting Team EPA & Team Blackstone

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Hi Jillian and Alex,

I wanted to follow up on Emily's email regarding a meeting with Environmental Protection Agency Administrator Michael S. Regan and your ESG leadership/team. Administrator Regan will be in NYC on Monday, December 12th and we'd love to pull something together with you all. Let me know if you are interested/available. If so, I'd love to hop on the phone with you this week to discuss.

Thanks,
Rosemary

Rosemary Enobakhare
Associate Administrator
Office of Public Engagement and Environmental Education
U.S. EPA Office of the Administrator
1200 Pennsylvania Ave., N.W.
Washington, DC 20460
Cell: 202.573.4614

From: Emily Spain <Emily.Spain@kkr.com>
Sent: Monday, July 25, 2022 10:54 AM
To: Enobakhare, Rosemary
<Enobakhare.Rosemary@epa.gov>; Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>; Katz, Alex <alex.katz@blackstone.com>
Subject: Connecting Team EPA & Team Blackstone

Hi there,

I hope everyone had a great weekend. Rosemary, I wanted to put you in touch with my friends Alex and Jillian at Blackstone. I mentioned you're working on some meetings for Administrator Regan on 8/4 and the Blackstone ESG team might be interested/available. Alex and Jillian, this is Rosemary who is the Assistant Administrator for Engagement at EPA. I'll let you all take it from here.

Cheers,
Emily

Emily Spain
Cell: 1.202.236.8248
emily.spain@kkp.com | www.kkp.com | www.kkresg.com

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Appointment

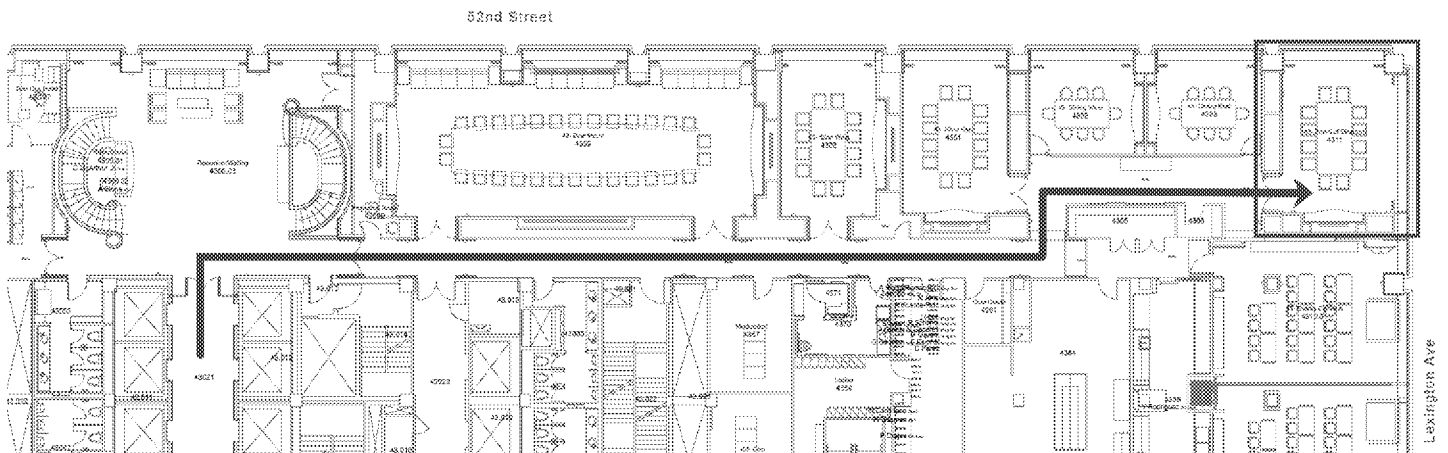
From: Shapiro, Michael [Michael.Shapiro@Blackstone.com]
Sent: 12/12/2022 3:37:03 PM
To: Lewis, Elizabeth [Elizabeth.Lewis@Blackstone.com]; Summers, Kurt [Kurt.Summers@Blackstone.com]; Klimczak, Sean [klimczak@Blackstone.com]
CC: Etheridge, Wesley [Wesley.Etheridge@Blackstone.com]; Zephir, Nailah [Nailah.Zephir@Blackstone.com]; Miller, Kristi [Kristi.Miller@Blackstone.com]; Frausto, Jordan [Jordan.Frausto@Blackstone.com]; Jacques, Laurelle [Laurelle.Jacques@Blackstone.com]; Enobakhare, Rosemary [Enobakhare.Rosemary@epa.gov]; Lance, Kathleen [Lance.Kathleen@epa.gov]; Michalos, Maria [Michalos.Maria@epa.gov]; Katz, Alex [alex.katz@blackstone.com]; Gray, Jonathan [Gray@Blackstone.com]; Carlson, Laurie [carlsonl@blackstone.com]

Subject: Michael S. Regan and EPA Team Meeting with Blackstone
Attachments: image001.png
Location: 345 Park - 43 Board of Directors Room (Location: 4311) - 43rd Floor

Start: 12/12/2022 7:30:00 PM
End: 12/12/2022 8:30:00 PM
Show Time As: Tentative

Recurrence: (none)

To get to the 43 Board of Directors room, from the elevators on Floor 43 turn right in the main lobby towards the main 43 Boardroom, walk down the main hallway away from the lobby past the main 43 Boardroom, turn left into the side hallway toward the 43 dining rooms, and then turn right and continue to the end of the side hallway which has a door to the 43 Board of Directors room.



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Message

From: O'Brien, Grant in Teams [noreply@gcc-email.teams.microsoft.com]
Sent: 12/12/2022 7:51:04 PM
To: Enobakhare, Rosemary [Enobakhare.Rosemary@epa.gov]
Subject: Grant sent a message

Hi,

Your teammates are trying to reach you in **Microsoft Teams**.

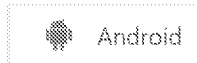
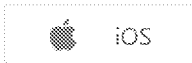


Grant + 1 sent a message in 2022 12 11 NYC Trip Thread

FYI, no designated hold space at Blackstone

Reply in Teams

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Message

From: Shapiro, Michael [Michael.Shapiro@Blackstone.com]
Sent: 12/13/2022 12:17:06 PM
To: Millan, Vanessa [Millan.Vanessa@epa.gov]; Fitzpatrick, Jillian [Jillian.Fitzpatrick@Blackstone.com]
CC: Katz, Alex [alex.katz@blackstone.com]; Enobakhare, Rosemary [Enobakhare.Rosemary@epa.gov]; Cortez Russell, Loni [Russell.Loni@epa.gov]; Jakob, Avivah [Jakob.Avivah@epa.gov]; Etheridge, Wesley [Wesley.Etheridge@Blackstone.com]; Jacques, Laurelle [Laurelle.Jacques@Blackstone.com]
Subject: RE: Connecting Team EPA & Team Blackstone

All,

We really appreciated your team and Administrator Regan meeting with us yesterday. It was a great conversation. Our sense was that there were a number of follow up areas, including on modeling partnerships on water infrastructure, working together on port sustainability and electrification in California, permitting and project delivery (especially around transmission lines, where we'd love to share information on active projects like Grainbelt), and more generally, on matching public investments with private capital (including in initiatives like the GHG reduction fund).

We'd love to continue the discussion, and it would be great to join for follow-up events in January, as well as continuing to be a partner in shaping these kind of ideas,

Thanks again,
Mike

Michael Shapiro
Managing Director

Blackstone
345 Park Avenue, New York, New York 10154
T. 646-482-3032 M. 860-306-5849
michael.shapiro@blackstone.com
[Blackstone](#) | [@blackstone](#)

From: Shapiro, Michael <Michael.Shapiro@Blackstone.com>
Sent: Sunday, December 11, 2022 3:50 PM
To: Millan, Vanessa <Millan.Vanessa@epa.gov>; Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Cc: Katz, Alex <alex.katz@blackstone.com>; Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>; Etheridge, Wesley <Wesley.Etheridge@Blackstone.com>; Jacques, Laurelle <Laurelle.Jacques@Blackstone.com>
Subject: Re: Connecting Team EPA & Team Blackstone

Thanks all. On our end, Sean and Kurt are planning to join for the first half of the meeting from 2:30-3:00 PM ET, after which Elizabeth and I are excited to continue the conversation, and have Jon drop in. We have the room earlier than 2:30 PM ET, so if it's possible to arrive 10-15 minutes early to accommodate the security process and getting up to the 44th floor, that would be great but defer to folks' broader schedule. Folks can reach me at 860-306-5849 tomorrow if there are any issues.

Looking forward to meeting,
Best,
Mike

From: Millan, Vanessa <Millan.Vanessa@epa.gov>
Sent: Sunday, December 11, 2022 11:16 AM

To: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>; Shapiro, Michael <Michael.Shapiro@Blackstone.com>
Cc: Katz, Alex <alex.katz@blackstone.com>; Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>; Etheridge, Wesley <Wesley.Etheridge@Blackstone.com>; Jacques, Laurelle <Laurelle.Jacques@Blackstone.com>
Subject: RE: Connecting Team EPA & Team Blackstone

This Message Is From an External Sender

This message came from outside your organization.

Thank you!

From: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>

Sent: Saturday, December 10, 2022 7:36 AM

To: Millan, Vanessa <Millan.Vanessa@epa.gov>; Shapiro, Michael <Michael.Shapiro@Blackstone.com>

Cc: Katz, Alex <alex.katz@blackstone.com>; Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>; Etheridge, Wesley <Wesley.Etheridge@Blackstone.com>; Jacques, Laurelle <Laurelle.Jacques@Blackstone.com>

Subject: Re: Connecting Team EPA & Team Blackstone

Hi, all —

Jon Gray, Blackstone's President and COO, also plans to stop by to say hello during the meeting. His bio is linked [here](#).

Safe travels!

Best,
Jillian

From: Millan, Vanessa <Millan.Vanessa@epa.gov>

Sent: Friday, December 9, 2022 1:12:01 PM

To: Shapiro, Michael <Michael.Shapiro@Blackstone.com>; Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>

Cc: Katz, Alex <alex.katz@blackstone.com>; Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>; Etheridge, Wesley <Wesley.Etheridge@Blackstone.com>; Jacques, Laurelle <Laurelle.Jacques@Blackstone.com>

Subject: RE: Connecting Team EPA & Team Blackstone

This Message Is From an External Sender

This message came from outside your organization.

Thank you for this!

From: Shapiro, Michael <Michael.Shapiro@Blackstone.com>

Sent: Friday, December 9, 2022 9:21 AM

To: Millan, Vanessa <Millan.Vanessa@epa.gov>; Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>

Cc: Katz, Alex <alex.katz@blackstone.com>; Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>; Etheridge, Wesley <Wesley.Etheridge@Blackstone.com>; Jacques, Laurelle <Laurelle.Jacques@Blackstone.com>

Subject: RE: Connecting Team EPA & Team Blackstone

All,

Please find below the list of attendees, and topics for discussion (we're of course open to topics that are top of mind for you and Administrator Regan, and want to have an open dialogue with some of the firm's leaders in infrastructure, energy, and sustainability)

Blackstone Attendees

- Sean Klimczak, Global Head of Infrastructure and Senior Managing Director
- Kurt Summers, Senior Managing Director and Head of Public-Private Partnerships in Infrastructure
- Elizabeth Lewis, Managing Director and Deputy Head of ESG
- Michael Shapiro, Managing Director

Discussion Topics and Questions to Discuss

- Introductions (kicked off by Blackstone)
- Brief overview of Blackstone Infrastructure, Energy, and ESG investments and initiatives
- Remarks/comments by Administrator Regan and EPA team
- Discussion around infrastructure, electric vehicles, power plants, and clean energy, and other potential overlaps

In this discussion, a few questions on our mind were below – but want a free flowing discussion and to discuss what's top of mind for you were:

- EPA has new resources and initiatives under BIL and IRA for environmental justice, cleaner air, and climate. How is EPA planning to ramp up efforts like the \$27 Bn GHG reduction fund?
- How can private sector play a helpful role?
- What sectors and scaling challenges are top of mind?
- What type of projects need investment to scale?

Thanks a ton,
Mike

Michael Shapiro
Managing Director

Blackstone
345 Park Avenue, New York, New York 10154
T. 646-482-3032 M. 860-306-5849
michael.shapiro@blackstone.com
[Blackstone](#) | [@blackstone](#)

From: Shapiro, Michael <Michael.Shapiro@Blackstone.com>
Sent: Thursday, December 8, 2022 10:56 AM
To: Millan, Vanessa <Millan.Vanessa@epa.gov>; Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Cc: Katz, Alex <alex.katz@blackstone.com>; Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>; Etheridge, Wesley <Wesley.Etheridge@Blackstone.com>; Jacques, Laurelle <Laurelle.Jacques@Blackstone.com>
Subject: Re: Connecting Team EPA & Team Blackstone

Vanessa,

Many thanks - we will confirm topics and participants by EOD/tomorrow AM,

Thanks a ton,
Mike

From: Millan, Vanessa <Millan.Vanessa@epa.gov>
Sent: Thursday, December 8, 2022 10:54 AM
To: Shapiro, Michael <Michael.Shapiro@Blackstone.com>; Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Cc: Katz, Alex <alex.katz@blackstone.com>; Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>; Etheridge, Wesley <Wesley.Etheridge@Blackstone.com>; Jacques, Laurelle <Laurelle.Jacques@Blackstone.com>
Subject: RE: Connecting Team EPA & Team Blackstone

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Thank you! We would like to confirm all pieces for the meeting by COB today or tomorrow morning at the latest so we can get this into the Administrator's final material before he travels. Could you please let me know the complete list of participants – if additional senior leadership? As well as the topics of discussion?

Please let me know if you need anything from us on this.

Thank you!

From: Shapiro, Michael <Michael.Shapiro@Blackstone.com>
Sent: Thursday, December 8, 2022 9:47 AM
To: Millan, Vanessa <Millan.Vanessa@epa.gov>; Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Cc: Katz, Alex <alex.katz@blackstone.com>; Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>; Etheridge, Wesley <Wesley.Etheridge@Blackstone.com>; Jacques, Laurelle <Laurelle.Jacques@Blackstone.com>
Subject: RE: Connecting Team EPA & Team Blackstone

Vanessa,

Thanks so much for sending across. I'm adding Wesley Etheridge on our team who's coordinating the logistics, and we are very much looking forward to the meeting,

Thanks a ton,
Mike

Michael Shapiro
Managing Director, Government Relations

Blackstone
345 Park Avenue, New York, New York 10154
T. 646-482-3032 M. 860-306-5849
michael.shapiro@blackstone.com
[Blackstone](#) | [@blackstone](#)

From: Millan, Vanessa <Millan.Vanessa@epa.gov>
Sent: Wednesday, December 7, 2022 5:32 PM

To: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>

Cc: Katz, Alex <alex.katz@blackstone.com>; Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Shapiro, Michael <Michael.Shapiro@Blackstone.com>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>

Subject: RE: Connecting Team EPA & Team Blackstone

This Message Is From an External Sender

This message came from outside your organization.

Hi Jillian,

Thank you for confirming the 2:30-3:30PM meeting on Monday, Dec. 12th at Blackstone's office on 345 Park Avenue, NY, NY 10154.

Below are a few follow ups from our meeting today.

Please let us know if there are any other topics the Blackstone team would like to discuss. Some discussion topics we discussed were: infrastructure, electric vehicles, power plants, and clean energy – but let me know if there is anything else.

For the run of show, below is the initial draft for the meeting – open, of course, to your edits/ feedback.

- Administrator & team arrives to the building and are greeted by [Blackstone team].
- [Blackstone team] will escort Administrator upstairs to the office.
- Administrator arrives and are greeted by [Blackstone team].
- There will be a round of introductions. [Blackstone team] will kick off the meeting.
- They will turn it over to Administrator to introduce himself and say a few remarks.
- [Blackstone team] will open it up to the rest of the room to ask questions and begin the conversation.
- [Blackstone team] will wrap it up and ask if there are any final remarks.

Please let me know when you have identified specific team members (who would meet in the lobby, begin the meeting, etc) so I can include in the Administrator's materials.

Lastly, in terms of participants – please let me know once you've confirmed if anyone else from leadership beyond Elizabeth Lewis and Mike Shapiro will be attending.

Thank you!

Vanessa Millán

Public Engagement Specialist

Office of Public Engagement and Environmental Education

Office of the Administrator

U.S. Environmental Protection Agency

202-891-8207 | she/her



From: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Sent: Wednesday, December 7, 2022 11:26 AM
To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Cc: Katz, Alex <alex.katz@blackstone.com>; Millan, Vanessa <Millan.Vanessa@epa.gov>; Shapiro, Michael <Michael.Shapiro@Blackstone.com>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>
Subject: RE: Connecting Team EPA & Team Blackstone

1pm would be great.

We'll get you the security contact shortly.

Thanks, Rosemary.

Best,
Jillian

From: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Sent: Wednesday, December 7, 2022 10:43 AM
To: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Cc: Katz, Alex <alex.katz@blackstone.com>; Millan, Vanessa <Millan.Vanessa@epa.gov>; Shapiro, Michael <Michael.Shapiro@Blackstone.com>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>
Subject: RE: Connecting Team EPA & Team Blackstone

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Are you available to chat today for 30 minutes between 1pm – 3pm?

The Administrator has an advance and security team that will need to do a walk through and coordinate with you all on his arrival. Who is the best contact for me to loop them in with?

Thanks,
Rosemary

From: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Sent: Wednesday, December 7, 2022 10:32 AM
To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Cc: Katz, Alex <alex.katz@blackstone.com>; Millan, Vanessa <Millan.Vanessa@epa.gov>; Shapiro, Michael <Michael.Shapiro@Blackstone.com>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>
Subject: RE: Connecting Team EPA & Team Blackstone

Absolutely. What works for you?

The meeting will be at 345 Park Avenue, NY, NY 10154. Our team will meet you in the lobby and escort you upstairs to our office.

Talk soon!

Best,
Jillian

From: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Sent: Wednesday, December 7, 2022 10:28 AM
To: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Cc: Katz, Alex <alex.katz@blackstone.com>; Millan, Vanessa <Millan.Vanessa@epa.gov>; Shapiro, Michael <Michael.Shapiro@Blackstone.com>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>
Subject: RE: Connecting Team EPA & Team Blackstone

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Hi there,

Sorry for the delay. Perfect, he'd be happy to meet with Elizabeth and Mike along with others from the team while he's in NYC. Can we find time today to hop on the phone to discuss this meeting? Can you also send over the location for this NYC meeting?

I'll circle back with a few timing options for you all to consider.

Thank you! Looking forward to the conversation as well.

Best,
Rosemary

From: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Sent: Tuesday, December 6, 2022 2:37 PM
To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Cc: Katz, Alex <alex.katz@blackstone.com>; Millan, Vanessa <Millan.Vanessa@epa.gov>; Shapiro, Michael <Michael.Shapiro@Blackstone.com>
Subject: RE: Connecting Team EPA & Team Blackstone

Hi, Rosemary –

Elizabeth Lewis, Deputy Head of ESG, and Mike Shapiro, GR Managing Director, would be happy to sit down with Administrator Regan on the 12th.

What times does he currently have available?

Look forward to the conversation.

Best,
Jillian

PS – Moving Emily to BCC to save her inbox!

From: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Sent: Monday, December 5, 2022 11:33 AM
To: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Cc: Emily Spain <Emily.Spain@kkrr.com>; Katz, Alex <alex.katz@blackstone.com>; Millan, Vanessa <Millan.Vanessa@epa.gov>
Subject: Re: Connecting Team EPA & Team Blackstone

This Message Is From an External Sender

This message came from outside your organization.

Perfect, thanks so much. Looking forward to hearing from you.

Best,
Rosemary

On Dec 5, 2022, at 11:29 AM, Fitzpatrick, Jillian <Jillian.Fitzpatrick@blackstone.com> wrote:

Thanks so much for the follow-up, Rosemary.

Let us check with our internal team to see who will be in town on the 12th and get back to you.
Appreciate your patience!

Best,
Jillian

From: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Sent: Monday, December 5, 2022 11:27 AM
To: Emily Spain <Emily.Spain@kkrr.com>; Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>; Katz, Alex <alex.katz@blackstone.com>
Cc: Millan, Vanessa <Millan.Vanessa@epa.gov>
Subject: RE: Connecting Team EPA & Team Blackstone

This Message Is From an External Sender

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Hi Jillian and Alex,

I wanted to follow up on Emily's email regarding a meeting with Environmental Protection Agency Administrator Michael S. Regan and your ESG leadership/team. Administrator Regan will be in NYC on Monday, December 12th and we'd love to pull something together with you all. Let me know if you are interested/available. If so, I'd love to hop on the phone with you this week to discuss.

Thanks,
Rosemary

Rosemary Enobakhare
Associate Administrator
Office of Public Engagement and Environmental Education
U.S. EPA Office of the Administrator
1200 Pennsylvania Ave., N.W.
Washington, DC 20460
Cell: 202.573.4614

From: Emily Spain <Emily.Spain@kkcr.com>
Sent: Monday, July 25, 2022 10:54 AM
To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>; Katz, Alex <alex.katz@blackstone.com>
Subject: Connecting Team EPA & Team Blackstone

Hi there,

I hope everyone had a great weekend. Rosemary, I wanted to put you in touch with my friends Alex and Jillian at Blackstone. I mentioned you're working on some meetings for Administrator Regan on 8/4 and the Blackstone ESG team might be interested/available. Alex and Jillian, this is Rosemary who is the Assistant Administrator for Engagement at EPA. I'll let you all take it from here.

Cheers,
Emily

Emily Spain
Cell: 1.202.236.8248
emily.spain@kkcr.com | www.kkcr.com | www.kkresg.com

=====

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Message

From: Diaz, Catherine [Diaz.Catherine@epa.gov]
Sent: 12/13/2022 9:35:51 PM
To: Cortez Russell, Loni [Russell.Loni@epa.gov]; Enobakhare, Rosemary [Enobakhare.Rosemary@epa.gov]
CC: Jakob, Avivah [Jakob.Avivah@epa.gov]; Bhandari, Pradnya [Bhandari.Pradnya@epa.gov]
Subject: FOR REVIEW: AO and WH Weekly Report
Attachments: Draft OPEEE AO Weekly 12-13-2022.docx; Draft OPEEE WH Weekly 12.13.2022.docx

Importance: High

Hi Rosemary and Loni, please see the attached documents for this week's draft AO and WH reports.

Thank you,
Catie

Catie Diaz, (she/her/hers)

Special Assistant
Office of Public Engagement and Environmental Education
Office of the Administrator
U.S. Environmental Protection Agency
Diaz.Catherine@epa.gov

Office of the Administrator Weekly Report for OPEEE

December 14, 2022 – December 22, 2022

Redacted with Requester Consent

- **December 12th** – Administrator Regan was joined by Associate Administrator Enobakhare on a trip to New York to meet with private equity and investment management firm, Blackstone.

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Weekly Report - Agency

Submitted on MM/DD/YYYY

Weekly reports should be Arial, size 14 font; additional information, if necessary, may be included in the appendix

WEEKLY REPORT

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- December 12th – Administrator Regan was joined by Associate Administrator Enobakhare on a trip to New York to meet with private equity and investment management firm, Blackstone.

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Redacted with Requester Consent

[PAGE] of [NUMPAGES]

Message

From: Diaz, Catherine [Diaz.Catherine@epa.gov]
Sent: 12/20/2022 8:59:34 PM
To: Cortez Russell, Loni [Russell.Loni@epa.gov]; Enobakhare, Rosemary [Enobakhare.Rosemary@epa.gov]
CC: Bhandari, Pradnya [Bhandari.Pradnya@epa.gov]; Jakob, Avivah [Jakob.Avivah@epa.gov]
Subject: FOR REVIEW: AO and WH Weekly Report
Attachments: Draft OPEEE AO Weekly 12-20-2022.docx; Draft OPEEE WH Weekly 12.20.2022.docx

Hi Rosemary and Loni, please see the attached documents for this week's draft AO and WH reports.

Thank you,
Catie

Catie Diaz, *(she/her/hers)*
Special Assistant
Office of Public Engagement and Environmental Education
Office of the Administrator
U.S. Environmental Protection Agency
Diaz.Catherine@epa.gov

Office of the Administrator Weekly Report for OPEEE

December 21, 2022 – December 29, 2022

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MISCELLANEOUS

- On **December 12**, Administrator Regan was joined by Associate Administrator Enobakhare on a trip to New York to meet with private equity and investment management firm, Blackstone.

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Weekly Report - Agency

Submitted on MM/DD/YYYY

Weekly reports should be Arial, size 14 font; additional information, if necessary, may be included in the appendix

WEEKLY REPORT

December 20, 2022

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- **Noteworthy public engagement:**
 - December 12th – Administrator Regan was joined by Associate Administrator Enobakhare on a trip to New York to meet with private equity and investment management firm, Blackstone.

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[PAGE] of [NUMPAGES]

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Message

From: Lewis, Elizabeth [Elizabeth.Lewis@Blackstone.com]
Sent: 12/15/2022 7:45:57 PM
To: Enobakhare, Rosemary [Enobakhare.Rosemary@epa.gov]; Cortez Russell, Loni [Russell.Loni@epa.gov]; Jakob, Avivah [Jakob.Avivah@epa.gov]
Subject: Thank you, and follow up

Dear Rosemary, Loni and Avivah,

Thank you for coming over to meet with our Blackstone team on Monday. We really enjoyed the discussion, and we look forward to exploring ways we could work together on port sustainability and decarbonization, water infrastructure, and permitting (especially on transmission lines). More broadly, we are looking forward to supporting your efforts to match public funding with private investments.

Would it be helpful to schedule a call in early January to discuss the event with investors? We would be delighted to help you think through the agenda and support in any other way.

Best regards,
Elizabeth

Elizabeth Lewis
Managing Director and Deputy Head of ESG

Blackstone
202-320-5190 | Elizabeth.Lewis@Blackstone.com
[Blackstone](#) | [@blackstone](#)

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Message

From: Diaz, Catherine [Diaz.Catherine@epa.gov]
Sent: 1/3/2023 9:29:53 PM
To: Cortez Russell, Loni [Russell.Loni@epa.gov]; Enobakhare, Rosemary [Enobakhare.Rosemary@epa.gov]
CC: Bhandari, Pradnya [Bhandari.Pradnya@epa.gov]; Jakob, Avivah [Jakob.Avivah@epa.gov]
Subject: FOR REVIEW: WH Weekly Report
Attachments: Draft OPEEE WH Weekly 1.3.2022.docx

Importance: High

Hi Rosemary and Loni,

Please see the attached document for this week's draft WH report. Please note this week's WH report is for the last 3 weeks and the next AO report will be due on Tuesday, 1/10 by COB.

Thank you,
Catie

Catie Diaz, *(she/her/hers)*

Special Assistant
Office of Public Engagement and Environmental Education
Office of the Administrator
U.S. Environmental Protection Agency
Diaz.Catherine@epa.gov

Weekly Report - Agency

Submitted on MM/DD/YYYY

Weekly reports should be Arial, size 14 font; additional information, if necessary, may be included in the appendix

WEEKLY REPORT

January 3, 2023

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Briefing Memo - Subject

Printed on MM/DD/YYYY

Redacted with Requester Consent

Printed on MM/DD/YYYY

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Redacted with Requester Consent

Redacted with Requester Consent

- **Noteworthy public engagement:**

- December 12th – Administrator Regan was joined by Associate Administrator Enobakhare on a trip to New York to meet with private equity and investment management firm, Blackstone.

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[PAGE] of [NUMPAGES]

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Message

From: Millan, Vanessa [Millan.Vanessa@epa.gov]
Sent: 1/9/2023 3:52:14 PM
To: Jahi Wise [Ex. 6 Personal Privacy (PP)]; Fox, Radhika [Fox.Radhika@epa.gov]
CC: Enobakhare, Rosemary [Enobakhare.Rosemary@epa.gov]; Cortez Russell, Loni [Russell.Loni@epa.gov]
Subject: KKR & Blackstone material
Attachments: 2022 12 05 KKR Conference Event Memo.docx; 12 12 2022 NYC Blackstone Event Memo.docx

Hi Jahi and Radhika,

Attached are the event memos for the KKR fireside chat and meeting with Blackstone last month. Please feel free to reach out if you need anything else.

Thanks!

Vanessa Millán
Public Engagement Specialist
Office of Public Engagement and Environmental Education
Office of the Administrator
U.S. Environmental Protection Agency
202-891-8207 | she/her



Appointment

From: Etheridge, Wesley [Wesley.Etheridge@Blackstone.com]
on behalf of Shapiro, Michael [Michael.Shapiro@Blackstone.com]
Sent: 1/9/2023 4:29:45 PM
To: Enobakhare, Rosemary [Enobakhare.Rosemary@epa.gov]; Cortez Russell, Loni [Russell.Loni@epa.gov]; Bhandari, Pradnya [Bhandari.Pradnya@epa.gov]

Subject: Zoom: EPA Discussion with Mike Shapiro

Location: Ex. 6 Personal Privacy (PP)

Start: 1/9/2023 8:00:00 PM

End: 1/9/2023 8:25:00 PM

Show Time As: Tentative

Recurrence: (none)



Hi there,

Michael Shapiro is inviting you to a scheduled Zoom meeting.

Join Zoom Meeting

Meeting URL:

Ex. 6 Personal Privacy (PP)

Join by Telephone

For higher quality, dial a number based on your current location.

Dial:

US: +1 646 931 3860 or +1 646 558 8656 or +1 305 224 1968 or +1 309 205 3325 or +1 312 626 6799 or +1 301 715 8592 or +1 564 217 2000 or +1 669 444 9171 or +1 669 900 6833 or +1 689 278 1000 or +1 719 359 4580 or +1 253 205 0468 or +1 253 215 8782 or +1 346 248 7799 or +1 360 209 5623 or +1 386 347 5053 or +1 507 473 4847 or 888 788 0099 (Toll Free) or 877 853 5247 (Toll Free)
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Singapore: +65 3129 4892 or +65 3158 7288 or +65 3165 1065 or +65

3129 4891 or 800 852 6054 (Toll Free)
Hong Kong SAR: +852 5808 6088 or +852 3008 3297 or +852 3012
6283 or +852 5803 3730 or +852 5803 3731 or 800 931 645 (Toll
Free) or 800 906 780 (Toll Free) or 800 931 189 (Toll Free)
Australia: +61 8 6119 3900 or +61 8 7150 1149 or +61 2 8015 6011 or
+61 3 7018 2005 or +61 7 3185 3730 or 1800 893 423 (Toll Free)
China: +86 10 8783 3177 or +86 10 5387 6330
Costa Rica: +506 4100 7699 or +506 4036 0180
India: +91 224 879 8012 or +91 22 71 279 525 or +91 80 71 279 440
or +91 22 48 798 004
Philippines: +63 92 3099 0478 or 1800 1110 2219 (Toll Free)
Taiwan: +886 (2) 7741 7473
United Arab Emirates: 800 035 704 555 (Toll Free) or 800 035 704
239 (Toll Free)
Vietnam: +84 28 4458 2373

Meeting ID:

Ex. 6 Personal Privacy (PP)

International numbers

Join from an H.323/SIP room system

H.323: 162.255.37.11 (US West)
162.255.36.11 (US East)
221.122.88.195 (China)
115.114.131.7 (India Mumbai)
115.114.115.7 (India Hyderabad)
213.19.144.110 (Amsterdam Netherlands)
213.244.140.110 (Germany)
103.122.166.55 (Australia Sydney)
103.122.167.55 (Australia Melbourne)
209.9.211.110 (Hong Kong SAR)
149.137.40.110 (Singapore)
64.211.144.160 (Brazil)
69.174.57.160 (Canada Toronto)
65.39.152.160 (Canada Vancouver)
207.226.132.110 (Japan Tokyo)
149.137.24.110 (Japan Osaka)

Meeting ID:

Ex. 6 Personal Privacy (PP)

SIP:

91945831147@zoomcrc.com

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Message

From: Diaz, Catherine [Diaz.Catherine@epa.gov]
Sent: 1/10/2023 8:48:36 PM
To: Cortez Russell, Loni [Russell.Loni@epa.gov]; Enobakhare, Rosemary [Enobakhare.Rosemary@epa.gov]
CC: Jakob, Avivah [Jakob.Avivah@epa.gov]; Bhandari, Pradnya [Bhandari.Pradnya@epa.gov]
Subject: FOR REVIEW: AO and WH Weekly Report
Attachments: Draft OPEEE WH Weekly 1.10.2023.docx; Draft OPEEE AO Weekly 1-10-2023.docx

Hi Rosemary and Loni,

Please see the attached documents for this week's draft AO and WH reports. Please note this week's AO report is for the last 3 weeks.

Thank you,
Catie

Catie Diaz, *(she/her/hers)*

Special Assistant

Office of Public Engagement and Environmental Education

Office of the Administrator

U.S. Environmental Protection Agency

Diaz.Catherine@epa.gov

Office of the Administrator Weekly Report for OPEEE

December 21, 2022 – January 19, 2022

Redacted with Requester Consent

MISCELLANEOUS

- On **December 12**, Administrator Regan was joined by Associate Administrator Enobakhare on a trip to New York to meet with private equity and investment management firm, Blackstone.

Redacted with Requester Consent

Message

From: Jakob, Avivah [Jakob.Avivah@epa.gov]
Sent: 11/22/2022 6:51:12 PM
To: Enobakhare, Rosemary [Enobakhare.Rosemary@epa.gov]
CC: Cortez Russell, Loni [Russell.Loni@epa.gov]; Bhandari, Pradnya [Bhandari.Pradnya@epa.gov]; Millan, Vanessa [Millan.Vanessa@epa.gov]
Subject: RE: KKR Reminder to Schedule Call w Emily + Items OPE's Tracking (on RE's radar)

Will do! Vanessa is working to schedule something.

AJ

Avivah Jakob
Director, Office of Public Engagement
Office of Public Engagement and Environmental Education
Office of the Administrator
U.S. Environmental Protection Agency
(office) 202-566-2251 | she/her

From: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Sent: Tuesday, November 22, 2022 12:51 PM
To: Jakob, Avivah <Jakob.Avivah@epa.gov>
Cc: Cortez Russell, Loni <Russell.Loni@epa.gov>; Bhandari, Pradnya <Bhandari.Pradnya@epa.gov>; Millan, Vanessa <Millan.Vanessa@epa.gov>
Subject: Re: KKR Reminder to Schedule Call w Emily + Items OPE's Tracking (on RE's radar)

Yes, can we schedule a call with them next week.

Sent from my iPhone

On Nov 22, 2022, at 12:26 PM, Jakob, Avivah <Jakob.Avivah@epa.gov> wrote:

Hi Rosemary and Loni,

For KKR, do you need us to call Emily and schedule a call for next week? Also, in case it's of any help, here are my notes from our Monday meeting. I flagged items Rosemary's tracking (in red) just to keep them on the radar. Please let me know if you need any help from the team on those. Thanks.

Flagging for Rosemary/LCR

1.

Ex. 5 Deliberative Process (DP)
2.

Ex. 5 Deliberative Process (DP)
3. **Blackstone** – RE will reach out to Blackstone. More to come. Flagging for RE's radar
4.

Ex. 5 Deliberative Process (DP)

Ex. 5 Deliberative Process (DP)

Other Upcoming Events

5.
6.

Ex. 5 Deliberative Process (DP)

Upcoming Travel and Engagements

7.

8.

Ex. 5 Deliberative Process (DP)

9.

10. **Blackstone, NY- TBD (before end of year), date TBD.** Potential today show (year look back). RE will reach out to Blackstone ppl. More to come

11.

Ex. 5 Deliberative Process (DP)

Avivah Jakob
Director, Office of Public Engagement
Office of Public Engagement and Environmental Education
Office of the Administrator
U.S. Environmental Protection Agency
(office) 202-566-2251 | she/her

Message

From: Bhandari, Pradnya [Bhandari.Pradnya@epa.gov]
Sent: 1/12/2023 4:23:36 PM
To: Shapiro, Michael [Michael.Shapiro@Blackstone.com]; Enobakhare, Rosemary [Enobakhare.Rosemary@epa.gov]; Cortez Russell, Loni [Russell.Loni@epa.gov]
CC: Etheridge, Wesley [Wesley.Etheridge@Blackstone.com]
Subject: RE: Zoom: EPA Discussion with Mike Shapiro

Thanks!

I just sent over a meeting invite and pasted the link below because our outlook system can be wonky sometimes.

Join on your computer, mobile app or room device

[Click here to join the meeting](#)

From: Shapiro, Michael <Michael.Shapiro@Blackstone.com>
Sent: Thursday, January 12, 2023 11:17 AM
To: Bhandari, Pradnya <Bhandari.Pradnya@epa.gov>; Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Cortez Russell, Loni <Russell.Loni@epa.gov>
Cc: Etheridge, Wesley <Wesley.Etheridge@Blackstone.com>
Subject: RE: Zoom: EPA Discussion with Mike Shapiro

For sure – happy to do a call or walk over to EPA, I'm in our DC office which is 5-10 minutes away

Michael Shapiro
Managing Director

Blackstone
345 Park Avenue, New York, New York 10154
T. 646-482-3032 M. 860-306-5849
michael.shapiro@blackstone.com
[Blackstone](#) | [@blackstone](#)

From: Bhandari, Pradnya <Bhandari.Pradnya@epa.gov>
Sent: Thursday, January 12, 2023 11:14 AM
To: Shapiro, Michael <Michael.Shapiro@Blackstone.com>; Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Cortez Russell, Loni <Russell.Loni@epa.gov>
Subject: RE: Zoom: EPA Discussion with Mike Shapiro

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Hi Mike,

Thanks for sending these along!

Would you have time tomorrow at 4PM EST to talk through things a bit?

Thanks,
Prad

From: Shapiro, Michael <Michael.Shapiro@Blackstone.com>

Sent: Wednesday, January 11, 2023 9:16 PM

To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Bhandari, Pradnya <Bhandari.Pradnya@epa.gov>

Subject: RE: Zoom: EPA Discussion with Mike Shapiro

All,

As promised, please find below a list of suggested investor invites for the convening. This represents a mix of leading private equity investors that focus on infrastructure and sustainability, pension plans that similarly invest in infrastructure and renewables/have an ESG focus, and, union-oriented/minority-owned investors. We've identified high-level leaders (e.g. CIOs, heads of infrastructure) who determine investments for each, as well as their sustainability/environment-focused experts to provide a good mix – of course, given availability, we imagine the firms could suggest alternatives. Looking forward to iterating and discussing – and for folks who are located further away (e.g., CA), happy to try and provide a nudge to join if helpful.

Thanks again,
Mike

###

- Blackrock – Global asset manager with infrastructure business
 - Anne Valentine Andrews, Managing Director, Global Head of Real Assets, anne.valentine@blackrock.com (email not confirmed)
- Blackstone – leading global investment manager, investing capital at scale into energy transition and decarbonization infrastructure, on behalf of pension funds, large institutions, unions, and individuals (group that met with Administrator Regan)
 - Kurt Summers, Senior Managing Director, Head of P3s, Infrastructure, kurt.summers@blackstone.com
 - Elizabeth Lewis, Managing Director, Deputy Director of ESG, elizabeth.lewis@blackstone.com
 - Michael Shapiro, Managing Director, Government Affairs michael.shapiro@blackstone.com
- Brookfield – Leading, mega-scale investment platform and infrastructure investor with large scale investments in North America, Canadian-based
 - Kelly Goddard, Chief Sustainability Officer, Brookfield Renewables, kelly.goddard@brookfield.com
- CalPERS – CalPERS builds retirement and health security for California state, school, and public agency members
 - Nicole Musicco Chief Investment Officer nicole.musicco@calpers.ca.gov
 - Sarah Corr, Managing Investment Director, Real Assets, Sarah.Corr@calpers.ca.gov
- CalSTRS - CalSTRS is the largest educator-only pension fund in the world, and the second largest pension fund in the U.S.
 - Christopher J. Ailman Chief Investment Officer cailman@calstrs.com
 - Scott Chan Deputy Chief Investment Officer scchan@calstrs.com
 - Kirsty Jenkinson, Investment director for the Sustainable Investment and Stewardship Strategies, kjenkinson@calstrs.com

- EQT – Leading European private equity firm with significant infrastructure-focused arm that makes North American investments
 - Alex Darden, Partner and Head of Infrastructure Advisory Team Americas & President of EQT Partners, alex.darden@eqtpartners.com
 - Alex Greenbaum, Partner – Core Infrastructure, alex.greenbaum@eqtpartners.com
- JLC - Infrastructure is an investor and asset management firm focused on the transportation, communications, energy, utilities and social infrastructure sectors in North America, 100% minority-controlled platform (formed by Loop Capital and Magic Johnson Enterprises)
 - Marlon Smith, Managing Partner, msmith@jlcinfra.com
 - Andrew Kim, Managing Director, Sustainable Energy and Utilities, akim@jlcinfra.com
- KKR – Leading American private equity investor with infrastructure business
 - Provided by Emily Spain
- Macquarie – Leading infrastructure and transportation investor that pursues P3s in the U.S., although Australian-owned
 - David Fass, Head of Americas, MIRA david.fass@macquarie.com
 - David Agnew, Managing Director, Macquarie Infrastructure & Real Assets, david.agnew@macquarie.com
- State of Michigan
 - Jon Braeutigam Chief Investment Officer jbraeuti@invest.treas.state.mi.us
 - Todd Warstler Senior Investment Officer, Real Assets twarstle@michigan.gov
- NYCERS – New York City Employees’ Retirement System
 - Steven Meier Chief Investment Officer smeier@comptroller.nyc.gov
 - Petya Nikolova Head of Infrastructure Investments pnikolo@comptroller.nyc.gov
- New York State Common Retirement Fund – The New York State Common Retirement Fund is one of the largest public pension plans in the United States
 - Anastasia Titarchuk Chief Investment Officer atitarchuk@osc.state.ny.us
 - Manuel Casanga Director of Real Assets mcasanga@osc.state.ny.us
 - Andrew Siwo, Director of Sustainable Investments and Climate Solutions, asiwo@osc.ny.gov
- Ullico - Offers investment products and services specifically designed for union sponsored and public employee benefit plans
 - Ed Smith, CEO, esmith@ullico.com
 - Rohit Syal, Managing Director and Head of Acquisitions, Infrastructure, rsyal@ullico.com
 - Sonia Axter, Managing Director and Head of Asset Management, Infrastructure, saxter@ullico.com

Michael Shapiro

Managing Director, Government Relations

Blackstone

345 Park Avenue, New York, New York 10154

T. 646-482-3032 M. 860-306-5849

michael.shapiro@blackstone.com

From: Shapiro, Michael

Sent: Tuesday, January 10, 2023 9:54 PM

To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov> <Enobakhare.Rosemary@epa.gov>; Cortez Russell, Loni <Russell.Loni@epa.gov> <Russell.Loni@epa.gov>; Bhandari.Pradnya@epa.gov

Subject: RE: Zoom: EPA Discussion with Mike Shapiro

All,

It was great to connect yesterday afternoon – as discussed, we’re excited about the convening, and will share a proposed list of invites tomorrow, and I know Emily is sharing ideas as well. We’re looking to being as helpful as possible, and following up with the team next week as well,

Thanks so much,
Mike

Michael Shapiro
Managing Director

Blackstone
345 Park Avenue, New York, New York 10154
T. 646-482-3032 M. 860-306-5849
michael.shapiro@blackstone.com
[Blackstone](#) | [@blackstone](#)

-----Original Appointment-----

From: Shapiro, Michael <Michael.Shapiro@Blackstone.com>

Sent: Monday, January 9, 2023 11:30 AM

To: Shapiro, Michael; Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Bhandari.Pradnya@epa.gov

Subject: Zoom: EPA Discussion with Mike Shapiro

When: Monday, January 9, 2023 3:00 PM-3:25 PM (UTC-05:00) Eastern Time (US & Canada).

Where: **Ex. 6 Personal Privacy (PP)**



Hi there,

Michael Shapiro is inviting you to a scheduled Zoom meeting.

[Join Zoom Meeting](#)

Meeting URL:

Ex. 6 Personal Privacy (PP)

Join by Telephone

For higher quality, dial a number based on your current location.

Dial:

US: +1 646 931 3860 or +1 646 558 8656 or +1 305 224 1968 or +1 309 205 3325 or +1 312 626 6799 or +1 301 715 8592 or +1 564 217 2000 or +1 669 444 9171 or +1 669 900 6833 or +1 689 278 1000 or +1 719 359 4580 or +1 253 205 0468 or +1 253 215 8782 or +1 346 248 7799 or +1 360 209 5623 or +1 386 347 5053 or +1 507 473 4847 or 888 788 0099 (Toll Free) or 877 853 5247 (Toll Free)

United Kingdom: +44 208 080 6592 or +44 330 088 5830 or +44 131 460 1196 or +44 203 481 5237 or +44 203 481 5240 or +44 203 901 7895 or +44 208 080 6591 or 0 800 031 5717 (Toll Free)

Singapore: +65 3129 4892 or +65 3158 7288 or +65 3165 1065 or +65 3129 4891 or 800 852 6054 (Toll Free)

Hong Kong SAR: +852 5808 6088 or +852 3008 3297 or +852 3012 6283 or +852 5803 3730 or +852 5803 3731 or 800 931 645 (Toll Free) or 800 906 780 (Toll Free) or 800 931 189 (Toll Free)

Australia: +61 8 6119 3900 or +61 8 7150 1149 or +61 2 8015 6011 or +61 3 7018 2005 or +61 7 3185 3730 or 1800 893 423 (Toll Free)

China: +86 10 8783 3177 or +86 10 5387 6330

Costa Rica: +506 4100 7699 or +506 4036 0180

India: +91 224 879 8012 or +91 22 71 279 525 or +91 80 71 279 440 or +91 22 48 798 004

Philippines: +63 92 3099 0478 or 1800 1110 2219 (Toll Free)

Taiwan: +886 (2) 7741 7473

United Arab Emirates: 800 035 704 555 (Toll Free) or 800 035 704 239 (Toll Free)

Vietnam: +84 28 4458 2373

Meeting ID:

Ex. 6 Personal Privacy (PP)

International numbers

Join from an H.323/SIP room system

H.323: 162.255.37.11 (US West)
162.255.36.11 (US East)
221.122.88.195 (China)
115.114.131.7 (India Mumbai)
115.114.115.7 (India Hyderabad)
213.19.144.110 (Amsterdam Netherlands)
213.244.140.110 (Germany)
103.122.166.55 (Australia Sydney)
103.122.167.55 (Australia Melbourne)

209.9.211.110 (Hong Kong SAR)
149.137.40.110 (Singapore)
64.211.144.160 (Brazil)
69.174.57.160 (Canada Toronto)
65.39.152.160 (Canada Vancouver)
207.226.132.110 (Japan Tokyo)
149.137.24.110 (Japan Osaka)

Meeting ID: 919 4583 1147
SIP: 91945831147@zoomcrc.com

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Message

From: Enobakhare, Rosemary [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1825D7718F944EA7B623ADEC5A35CBBA-ENOBAXHARE,]
Sent: 12/5/2022 4:32:32 PM
To: Fitzpatrick, Jillian [Jillian.Fitzpatrick@blackstone.com]
CC: Emily Spain [Emily.Spain@kkrr.com]; Katz, Alex [alex.katz@blackstone.com]; Millan, Vanessa [Millan.Vanessa@epa.gov]
Subject: Re: Connecting Team EPA & Team Blackstone

Perfect, thanks so much. Looking forward to hearing from you.

Best,
Rosemary

On Dec 5, 2022, at 11:29 AM, Fitzpatrick, Jillian <Jillian.Fitzpatrick@blackstone.com> wrote:

Thanks so much for the follow-up, Rosemary.

Let us check with our internal team to see who will be in town on the 12th and get back to you.
Appreciate your patience!

Best,
Jillian

From: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Sent: Monday, December 5, 2022 11:27 AM
To: Emily Spain <Emily.Spain@kkrr.com>; Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>; Katz, Alex <alex.katz@blackstone.com>
Cc: Millan, Vanessa <Millan.Vanessa@epa.gov>
Subject: RE: Connecting Team EPA & Team Blackstone

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Hi Jillian and Alex,

I wanted to follow up on Emily's email regarding a meeting with Environmental Protection Agency Administrator Michael S. Regan and your ESG leadership/team. Administrator Regan will be in NYC on Monday, December 12th and we'd love to pull something together with you all. Let me know if you are interested/available. If so, I'd love to hop on the phone with you this week to discuss.

Thanks,
Rosemary

Rosemary Enobakhare
Associate Administrator
Office of Public Engagement and Environmental Education
U.S. EPA Office of the Administrator

1200 Pennsylvania Ave., N.W.
Washington, DC 20460
Cell: 202.573.4614

From: Emily Spain <Emily.Spain@kkf.com>
Sent: Monday, July 25, 2022 10:54 AM
To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>; Katz, Alex <alex.katz@blackstone.com>
Subject: Connecting Team EPA & Team Blackstone

Hi there,

I hope everyone had a great weekend. Rosemary, I wanted to put you in touch with my friends Alex and Jillian at Blackstone. I mentioned you're working on some meetings for Administrator Regan on 8/4 and the Blackstone ESG team might be interested/available. Alex and Jillian, this is Rosemary who is the Assistant Administrator for Engagement at EPA. I'll let you all take it from here.

Cheers,
Emily

Emily Spain
Cell: 1.202.236.8248
emily.spain@kkf.com | www.kkf.com | www.kkfresg.com

=====

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Message

From: Enobakhare, Rosemary [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1825D7718F944EA7B623ADEC5A35CBBA-ENOBAXHARE,]
Sent: 1/9/2023 4:09:33 PM
To: Etheridge, Wesley [Wesley.Etheridge@Blackstone.com]
CC: Cortez Russell, Loni [Russell.Loni@epa.gov]; Bhandari, Pradnya [Bhandari.Pradnya@epa.gov]
Subject: RE: Contact info for EPA Administrator Michael Regan

Everyone on this email will attend.

From: Etheridge, Wesley <Wesley.Etheridge@Blackstone.com>
Sent: Monday, January 9, 2023 11:05 AM
To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Cc: Cortez Russell, Loni <Russell.Loni@epa.gov>; Bhandari, Pradnya <Bhandari.Pradnya@epa.gov>
Subject: RE: Contact info for EPA Administrator Michael Regan

Thank you for your reply.

Would you please confirm who will attend the meeting and who should be listed as "Optional" so I can send the Zoom invite?

Thank you.

Wesley

(Ms.) Wesley Etheridge
Assistant

Blackstone
345 Park Avenue New York NY 10154
T. 646-482-1797 M. 347-224-3622
wesley.etheridge@blackstone.com
[Blackstone](#) | [@blackstone](#)

From: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Sent: Monday, January 9, 2023 11:02 AM
To: Etheridge, Wesley <Wesley.Etheridge@Blackstone.com>
Cc: Cortez Russell, Loni <Russell.Loni@epa.gov>; Bhandari, Pradnya <Bhandari.Pradnya@epa.gov>
Subject: RE: Contact info for EPA Administrator Michael Regan

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Let's do 3pm.

From: Etheridge, Wesley <Wesley.Etheridge@Blackstone.com>
Sent: Monday, January 9, 2023 10:15 AM
To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>

Cc: Cortez Russell, Loni <Russell.Loni@epa.gov>; Bhandari, Pradnya <Bhandari.Pradnya@epa.gov>

Subject: RE: Contact info for EPA Administrator Michael Regan

Rosemary,

Mike's schedule changed so he is no longer available at 12:30 today. Could we schedule the meeting for 3:00 p.m. or after today?

Wesley

(Ms.) Wesley Etheridge

Assistant

Blackstone

345 Park Avenue New York NY 10154

T. 646-482-1797 M. 347-224-3622

wesley.etheridge@blackstone.com

[Blackstone](#) | [@blackstone](#)

From: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>

Sent: Monday, January 9, 2023 9:15 AM

To: Etheridge, Wesley <Wesley.Etheridge@Blackstone.com>

Cc: Cortez Russell, Loni <Russell.Loni@epa.gov>; Bhandari, Pradnya <Bhandari.Pradnya@epa.gov>

Subject: RE: Contact info for EPA Administrator Michael Regan

This Message Is From an External Sender

This message came from outside your organization.

Good morning,

Today at 12:30pm works on our end.

Thank so much!

From: Etheridge, Wesley <Wesley.Etheridge@Blackstone.com>

Sent: Monday, January 9, 2023 9:08 AM

To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>

Cc: Cortez Russell, Loni <Russell.Loni@epa.gov>; Bhandari, Pradnya <Bhandari.Pradnya@epa.gov>

Subject: RE: Contact info for EPA Administrator Michael Regan

Good morning, Rosemary.

Mike Shapiro is available today, January 9, at 12:30 – 1:00 p.m., 2:00 – 2:30 p.m. ET, 3:00 – 3:30 p.m. ET and 4:00 – 5:00 p.m. ET.

Wesley

(Ms.) Wesley Etheridge

Assistant

Blackstone

345 Park Avenue New York NY 10154

T. 646-482-1797 M. 347-224-3622

wesley.etheridge@blackstone.com

[Blackstone](#) | [@blackstone](#)

From: Shapiro, Michael <Michael.Shapiro@Blackstone.com>

Sent: Monday, January 9, 2023 9:01 AM

To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>

Cc: Cortez Russell, Loni <Russell.Loni@epa.gov>; Bhandari, Pradnya <Bhandari.Pradnya@epa.gov>; Etheridge, Wesley <Wesley.Etheridge@Blackstone.com>

Subject: Re: Contact info for EPA Administrator Michael Regan

For sure - Wesley cc'd can help find a time

From: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>

Sent: Monday, January 9, 2023 8:43:16 AM

To: Shapiro, Michael <Michael.Shapiro@Blackstone.com>

Cc: Cortez Russell, Loni <Russell.Loni@epa.gov>; Bhandari, Pradnya <Bhandari.Pradnya@epa.gov>

Subject: RE: Contact info for EPA Administrator Michael Regan

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Hi Mike,

Do you have time to chat today? We're currently working on a list of meeting attendees and wanted to sync with you and get your thoughts re good people/entities to engage.

Thanks,
Rosemary

From: Shapiro, Michael <Michael.Shapiro@Blackstone.com>

Sent: Friday, January 6, 2023 12:29 PM

To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Lance, Kathleen <Lance.Kathleen@epa.gov>

Cc: Cortez Russell, Loni <Russell.Loni@epa.gov>

Subject: RE: Contact info for EPA Administrator Michael Regan

Perfect – we enjoyed the meeting last month, and are looking forward to the convening,

Best,
Mike

Michael Shapiro
Managing Director

Blackstone

345 Park Avenue, New York, New York 10154

T. 646-482-3032 M. 860-306-5849

michael.shapiro@blackstone.com

From: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Sent: Friday, January 6, 2023 10:55 AM
To: Lance, Kathleen <Lance.Kathleen@epa.gov>; Shapiro, Michael <Michael.Shapiro@Blackstone.com>
Cc: Cortez Russell, Loni <Russell.Loni@epa.gov>
Subject: RE: Contact info for EPA Administrator Michael Regan

This Message Is From an External Sender

This message came from outside your organization.

Hi Mike,

Happy New Year! Hope you had a wonderful holiday break. I will follow up with you all soon on next steps regarding the convening we're pulling together early next month.

Thanks,
Rosemary

From: Lance, Kathleen <Lance.Kathleen@epa.gov>
Sent: Friday, January 6, 2023 10:53 AM
To: Shapiro, Michael <Michael.Shapiro@Blackstone.com>; Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Subject: RE: Contact info for EPA Administrator Michael Regan

Thank you, Mike! @Rosemary Enobakhare will be in touch with you on the potential upcoming DC convenings.

Kindly,

Kathleen C. Lance
Director of Scheduling and Advance
U.S. Environmental Protection Agency
Cell: (202) 941-1109

From: Shapiro, Michael <Michael.Shapiro@Blackstone.com>
Sent: Friday, January 6, 2023 9:53 AM
To: Lance, Kathleen <Lance.Kathleen@epa.gov>
Subject: RE: Contact info for EPA Administrator Michael Regan

Kathleen,

Wanted to circle back here on contact info, and, potential convenings in DC this month – happy to connect via phone as well,

Best,
Mike

Michael Shapiro
Managing Director

Blackstone

345 Park Avenue, New York, New York 10154

T. 646-482-3032 M. 860-306-5849

michael.shapiro@blackstone.com

[Blackstone](#) | [@blackstone](#)

From: Lance, Kathleen <Lance.Kathleen@epa.gov>

Sent: Wednesday, December 14, 2022 6:00 PM

To: Shapiro, Michael <Michael.Shapiro@Blackstone.com>

Subject: RE: Contact info for EPA Administrator Michael Regan

This Message Is From an External Sender

This message came from outside your organization.

Wonderful! His work cell: 2 Ex. 6 Personal Privacy (PP)

Kathleen C. Lance

Director of Scheduling and Advance

U.S. Environmental Protection Agency

Cell: (202) 941-1109

From: Shapiro, Michael <Michael.Shapiro@Blackstone.com>

Sent: Wednesday, December 14, 2022 5:29 PM

To: Lance, Kathleen <Lance.Kathleen@epa.gov>

Subject: RE: Contact info for EPA Administrator Michael Regan

Kathleen,

Of course. Jon's email and number are gray@blackstone.com and Ex. 6 Personal Privacy (PP) We're excited to follow up and stay connected after the meeting (I sent a note across earlier this week to the broader team), and happy to get the Administrator's number for our end as well,

Thanks a ton,

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Michael Shapiro

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Blackstone

345 Park Avenue, New York, New York 10154

T. 646-482-3032 M. 860-306-5849

michael.shapiro@blackstone.com

[Blackstone](#) | [@blackstone](#)

From: Lance, Kathleen <Lance.Kathleen@epa.gov>

Sent: Wednesday, December 14, 2022 4:45 PM

To: Shapiro, Michael <Michael.Shapiro@Blackstone.com>

Subject: Contact info for EPA Administrator Michael Regan

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Hi Michael – it was great to meet you in NYC on Monday.

Administrator Regan asked if you could help share the contact information for Jonathan Gray. Email and phone number would be great.

Happy to also pass along the Administrator's number if Jonathan would like it.

Kindly,

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Message

From: Enobakhare, Rosemary [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1825D7718F944EA7B623ADEC5A35CBBA-ENOBAXHARE,]
Sent: 1/6/2023 3:55:28 PM
To: Lance, Kathleen [Lance.Kathleen@epa.gov]; Shapiro, Michael [Michael.Shapiro@Blackstone.com]
CC: Cortez Russell, Loni [Russell.Loni@epa.gov]
Subject: RE: Contact info for EPA Administrator Michael Regan

Hi Mike,

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Thanks,
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Sent: 12/7/2022 3:28:00 PM
To: Fitzpatrick, Jillian [Jillian.Fitzpatrick@Blackstone.com]
CC: Katz, Alex [alex.katz@blackstone.com]; Millan, Vanessa [Millan.Vanessa@epa.gov]; Shapiro, Michael [Michael.Shapiro@Blackstone.com]; Cortez Russell, Loni [Russell.Loni@epa.gov]; Jakob, Avivah [Jakob.Avivah@epa.gov]
Subject: RE: Connecting Team EPA & Team Blackstone

Hi there,

Sorry for the delay. Perfect, he'd be happy to meet with Elizabeth and Mike along with others from the team while he's in NYC. Can we find time today to hop on the phone to discuss this meeting? Can you also send over the location for this NYC meeting?

I'll circle back with a few timing options for you all to consider.

Thank you! Looking forward to the conversation as well.

Best,
Rosemary

From: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Sent: Tuesday, December 6, 2022 2:37 PM
To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Cc: Katz, Alex <alex.katz@blackstone.com>; Millan, Vanessa <Millan.Vanessa@epa.gov>; Shapiro, Michael <Michael.Shapiro@Blackstone.com>
Subject: RE: Connecting Team EPA & Team Blackstone

Hi, Rosemary –

Elizabeth Lewis, Deputy Head of ESG, and Mike Shapiro, GR Managing Director, would be happy to sit down with Administrator Regan on the 12th.

What times does he currently have available?

Look forward to the conversation.

Best,
Jillian

PS – Moving Emily to BCC to save her inbox!

From: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Sent: Monday, December 5, 2022 11:33 AM
To: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Cc: Emily Spain <Emily.Spain@kkr.com>; Katz, Alex <alex.katz@blackstone.com>; Millan, Vanessa <Millan.Vanessa@epa.gov>
Subject: Re: Connecting Team EPA & Team Blackstone

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Perfect, thanks so much. Looking forward to hearing from you.

Best,
Rosemary

On Dec 5, 2022, at 11:29 AM, Fitzpatrick, Jillian <Jillian.Fitzpatrick@blackstone.com> wrote:

Thanks so much for the follow-up, Rosemary.

Let us check with our internal team to see who will be in town on the 12th and get back to you.
Appreciate your patience!

Best,
Jillian

From: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>

Sent: Monday, December 5, 2022 11:27 AM

To: Emily Spain <Emily.Spain@kkrr.com>; Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>; Katz, Alex <alex.katz@blackstone.com>

Cc: Millan, Vanessa <Millan.Vanessa@epa.gov>

Subject: RE: Connecting Team EPA & Team Blackstone

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Hi Jillian and Alex,

I wanted to follow up on Emily's email regarding a meeting with Environmental Protection Agency Administrator Michael S. Regan and your ESG leadership/team. Administrator Regan will be in NYC on Monday, December 12th and we'd love to pull something together with you all. Let me know if you are interested/available. If so, I'd love to hop on the phone with you this week to discuss.

Thanks,
Rosemary

Rosemary Enobakhare
Associate Administrator
Office of Public Engagement and Environmental Education
U.S. EPA Office of the Administrator
1200 Pennsylvania Ave., N.W.
Washington, DC 20460
Cell: 202.573.4614

From: Emily Spain <Emily.Spain@kkrr.com>
Sent: Monday, July 25, 2022 10:54 AM
To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>; Katz, Alex <alex.katz@blackstone.com>
Subject: Connecting Team EPA & Team Blackstone

Hi there,

I hope everyone had a great weekend. Rosemary, I wanted to put you in touch with my friends Alex and Jillian at Blackstone. I mentioned you're working on some meetings for Administrator Regan on 8/4 and the Blackstone ESG team might be interested/available. Alex and Jillian, this is Rosemary who is the Assistant Administrator for Engagement at EPA. I'll let you all take it from here.

Cheers,
Emily

Emily Spain
Cell: 1.202.236.8248
emily.spain@kkrr.com | www.kkrr.com | www.kkresg.com

=====

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Sent: 1/9/2023 2:14:56 PM
To: Etheridge, Wesley [Wesley.Etheridge@Blackstone.com]
CC: Cortez Russell, Loni [Russell.Loni@epa.gov]; Bhandari, Pradnya [Bhandari.Pradnya@epa.gov]
Subject: RE: Contact info for EPA Administrator Michael Regan

Good morning,

Today at 12:30pm works on our end.

Thank so much!

From: Etheridge, Wesley <Wesley.Etheridge@Blackstone.com>
Sent: Monday, January 9, 2023 9:08 AM
To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Cc: Cortez Russell, Loni <Russell.Loni@epa.gov>; Bhandari, Pradnya <Bhandari.Pradnya@epa.gov>
Subject: RE: Contact info for EPA Administrator Michael Regan

Good morning, Rosemary.

Mike Shapiro is available today, January 9, at 12:30 – 1:00 p.m., 2:00 – 2:30 p.m. ET, 3:00 – 3:30 p.m. ET and 4:00 – 5:00 p.m. ET.

Wesley

(Ms.) Wesley Etheridge
Assistant

Blackstone
345 Park Avenue New York NY 10154
T. 646-482-1797 M. 347-224-3622
wesley.etheridge@blackstone.com
[Blackstone](#) | [@blackstone](#)

From: Shapiro, Michael <Michael.Shapiro@Blackstone.com>
Sent: Monday, January 9, 2023 9:01 AM
To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Cc: Cortez Russell, Loni <Russell.Loni@epa.gov>; Bhandari, Pradnya <Bhandari.Pradnya@epa.gov>; Etheridge, Wesley <Wesley.Etheridge@Blackstone.com>
Subject: Re: Contact info for EPA Administrator Michael Regan

For sure - Wesley cc'd can help find a time

From: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Sent: Monday, January 9, 2023 8:43:16 AM
To: Shapiro, Michael <Michael.Shapiro@Blackstone.com>

Cc: Cortez Russell, Loni <Russell.Loni@epa.gov>; Bhandari, Pradnya <Bhandari.Pradnya@epa.gov>

Subject: RE: Contact info for EPA Administrator Michael Regan

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Hi Mike,

Do you have time to chat today? We're currently working on a list of meeting attendees and wanted to sync with you and get your thoughts re good people/entities to engage.

Thanks,
Rosemary

From: Shapiro, Michael <Michael.Shapiro@Blackstone.com>

Sent: Friday, January 6, 2023 12:29 PM

To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Lance, Kathleen <Lance.Kathleen@epa.gov>

Cc: Cortez Russell, Loni <Russell.Loni@epa.gov>

Subject: RE: Contact info for EPA Administrator Michael Regan

Perfect – we enjoyed the meeting last month, and are looking forward to the convening,

Best,
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Michael Shapiro
Managing Director

Blackstone

345 Park Avenue, New York, New York 10154

T. 646-482-3032 M. 860-306-5849

michael.shapiro@blackstone.com

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From: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>

Sent: Friday, January 6, 2023 10:55 AM

To: Lance, Kathleen <Lance.Kathleen@epa.gov>; Shapiro, Michael <Michael.Shapiro@Blackstone.com>

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Subject: RE: Contact info for EPA Administrator Michael Regan

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U.S. Environmental Protection Agency
Cell: (202) 941-1109

From: Shapiro, Michael <Michael.Shapiro@Blackstone.com>
Sent: Wednesday, December 14, 2022 5:29 PM
To: Lance, Kathleen <Lance.Kathleen@epa.gov>
Subject: RE: Contact info for EPA Administrator Michael Regan

Kathleen,

Of course. Jon's email and number are gray@blackstone.com and Ex. 6 Personal Privacy (PP) We're excited to follow up and stay connected after the meeting (I sent a note across earlier this week to the broader team), and happy to get the Administrator's number for our end as well,

Thanks a ton,
Mike

Michael Shapiro
Managing Director, Government Relations

Blackstone
345 Park Avenue, New York, New York 10154
T. 646-482-3032 M. 860-306-5849
michael.shapiro@blackstone.com
[Blackstone](#) | [@blackstone](#)

From: Lance, Kathleen <Lance.Kathleen@epa.gov>
Sent: Wednesday, December 14, 2022 4:45 PM
To: Shapiro, Michael <Michael.Shapiro@Blackstone.com>
Subject: Contact info for EPA Administrator Michael Regan

This Message Is From an External Sender

This message came from outside your organization.

Hi Michael – it was great to meet you in NYC on Monday.

Administrator Regan asked if you could help share the contact information for Jonathan Gray. Email and phone number would be great.

Happy to also pass along the Administrator's number if Jonathan would like it.

Kindly,

Kathleen C. Lance
Director of Scheduling and Advance
U.S. Environmental Protection Agency
Cell: (202) 941-1109

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Appointment

From: Enobakhare, Rosemary [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=1825d7718f944ea7b623adec5a35cbba-Enobakhare,]
Sent: 12/7/2022 4:30:30 PM
To: Millan, Vanessa [Millan.Vanessa@epa.gov]; Cortez Russell, Loni [Russell.Loni@epa.gov]; Jakob, Avivah [Jakob.Avivah@epa.gov]; Fitzpatrick, Jillian [Jillian.Fitzpatrick@Blackstone.com]; Katz, Alex [alex.katz@blackstone.com]; Shapiro, Michael [Michael.Shapiro@Blackstone.com]; Bascomb, Desiree [Bascomb.Desiree@epa.gov]
Subject: EPA/Blackstone NYC Meeting
Location: Microsoft Teams Meeting
Start: 12/7/2022 6:00:00 PM
End: 12/7/2022 6:30:00 PM
Show Time As: Tentative

Required Attendees: Millan, Vanessa; Cortez Russell, Loni; Jakob, Avivah; Fitzpatrick, Jillian; Katz, Alex; Shapiro, Michael; Bascomb, Desiree

Microsoft Teams meeting

Join on your computer, mobile app or room device

[Click here to join the meeting](#)

Ex. 6 Personal Privacy (PP)

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<sip:teams@video.epa.gov>

Video Conference ID: **Ex. 6 Personal Privacy (PP)**

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Message

From: Enobakhare, Rosemary [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1825D7718F944EA7B623ADEC5A35CBBA-ENOBAXHARE,]
Sent: 1/9/2023 4:02:21 PM
To: Etheridge, Wesley [Wesley.Etheridge@Blackstone.com]
CC: Cortez Russell, Loni [Russell.Loni@epa.gov]; Bhandari, Pradnya [Bhandari.Pradnya@epa.gov]
Subject: RE: Contact info for EPA Administrator Michael Regan

Let's do 3pm.

From: Etheridge, Wesley <Wesley.Etheridge@Blackstone.com>
Sent: Monday, January 9, 2023 10:15 AM
To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Cc: Cortez Russell, Loni <Russell.Loni@epa.gov>; Bhandari, Pradnya <Bhandari.Pradnya@epa.gov>
Subject: RE: Contact info for EPA Administrator Michael Regan

Rosemary,

Mike's schedule changed so he is no longer available at 12:30 today. Could we schedule the meeting for 3:00 p.m. or after today?

Wesley

(Ms.) Wesley Etheridge
Assistant

Blackstone
345 Park Avenue New York NY 10154
T. 646-482-1797 M. 347-224-3622
wesley.etheridge@blackstone.com
[Blackstone](#) | [@blackstone](#)

From: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Sent: Monday, January 9, 2023 9:15 AM
To: Etheridge, Wesley <Wesley.Etheridge@Blackstone.com>
Cc: Cortez Russell, Loni <Russell.Loni@epa.gov>; Bhandari, Pradnya <Bhandari.Pradnya@epa.gov>
Subject: RE: Contact info for EPA Administrator Michael Regan

This Message Is From an External Sender

This message came from outside your organization.

Good morning,

Today at 12:30pm works on our end.

Thank so much!

From: Etheridge, Wesley <Wesley.Etheridge@Blackstone.com>
Sent: Monday, January 9, 2023 9:08 AM
To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Cc: Cortez Russell, Loni <Russell.Loni@epa.gov>; Bhandari, Pradnya <Bhandari.Pradnya@epa.gov>
Subject: RE: Contact info for EPA Administrator Michael Regan

Good morning, Rosemary.

Mike Shapiro is available today, January 9, at 12:30 – 1:00 p.m., 2:00 – 2:30 p.m. ET, 3:00 – 3:30 p.m. ET and 4:00 – 5:00 p.m. ET.

Wesley

(Ms.) Wesley Etheridge
Assistant

Blackstone
345 Park Avenue New York NY 10154
T. 646-482-1797 M. 347-224-3622
wesley.etheridge@blackstone.com
[Blackstone](#) | [@blackstone](#)

From: Shapiro, Michael <Michael.Shapiro@Blackstone.com>
Sent: Monday, January 9, 2023 9:01 AM
To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Cc: Cortez Russell, Loni <Russell.Loni@epa.gov>; Bhandari, Pradnya <Bhandari.Pradnya@epa.gov>; Etheridge, Wesley <Wesley.Etheridge@Blackstone.com>
Subject: Re: Contact info for EPA Administrator Michael Regan

For sure - Wesley cc'd can help find a time

From: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Sent: Monday, January 9, 2023 8:43:16 AM
To: Shapiro, Michael <Michael.Shapiro@Blackstone.com>
Cc: Cortez Russell, Loni <Russell.Loni@epa.gov>; Bhandari, Pradnya <Bhandari.Pradnya@epa.gov>
Subject: RE: Contact info for EPA Administrator Michael Regan

This Message Is From an External Sender
This message came from outside your organization.

Hi Mike,

Do you have time to chat today? We're currently working on a list of meeting attendees and wanted to sync with you and get your thoughts re good people/entities to engage.

Thanks,
Rosemary

From: Shapiro, Michael <Michael.Shapiro@Blackstone.com>
Sent: Friday, January 6, 2023 12:29 PM
To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Lance, Kathleen <Lance.Kathleen@epa.gov>

Cc: Cortez Russell, Loni <Russell.Loni@epa.gov>

Subject: RE: Contact info for EPA Administrator Michael Regan

Perfect – we enjoyed the meeting last month, and are looking forward to the convening,

Best,
Mike

Michael Shapiro
Managing Director

Blackstone
345 Park Avenue, New York, New York 10154
T. 646-482-3032 M. 860-306-5849
michael.shapiro@blackstone.com
[Blackstone](#) | [@blackstone](#)

From: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>

Sent: Friday, January 6, 2023 10:55 AM

To: Lance, Kathleen <Lance.Kathleen@epa.gov>; Shapiro, Michael <Michael.Shapiro@Blackstone.com>

Cc: Cortez Russell, Loni <Russell.Loni@epa.gov>

Subject: RE: Contact info for EPA Administrator Michael Regan

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Hi Mike,

Happy New Year! Hope you had a wonderful holiday break. I will follow up with you all soon on next steps regarding the convening we're pulling together early next month.

Thanks,
Rosemary

From: Lance, Kathleen <Lance.Kathleen@epa.gov>

Sent: Friday, January 6, 2023 10:53 AM

To: Shapiro, Michael <Michael.Shapiro@Blackstone.com>; Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>

Subject: RE: Contact info for EPA Administrator Michael Regan

Thank you, Mike! @Rosemary Enobakhare will be in touch with you on the potential upcoming DC convenings.

Kindly,

Kathleen C. Lance
Director of Scheduling and Advance
U.S. Environmental Protection Agency
Cell: (202) 941-1109

From: Shapiro, Michael <Michael.Shapiro@Blackstone.com>

Sent: Friday, January 6, 2023 9:53 AM

To: Lance, Kathleen <Lance.Kathleen@epa.gov>
Subject: RE: Contact info for EPA Administrator Michael Regan

Kathleen,

Wanted to circle back here on contact info, and, potential convenings in DC this month – happy to connect via phone as well,

Best,
Mike

Michael Shapiro
Managing Director

Blackstone
345 Park Avenue, New York, New York 10154
T. 646-482-3032 M. 860-306-5849
michael.shapiro@blackstone.com
[Blackstone](#) | [@blackstone](#)

From: Lance, Kathleen <Lance.Kathleen@epa.gov>
Sent: Wednesday, December 14, 2022 6:00 PM
To: Shapiro, Michael <Michael.Shapiro@Blackstone.com>
Subject: RE: Contact info for EPA Administrator Michael Regan

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Wonderful! His work cell: Ex. 6 Personal Privacy (PP)

Kathleen C. Lance
Director of Scheduling and Advance
U.S. Environmental Protection Agency
Cell: (202) 941-1109

From: Shapiro, Michael <Michael.Shapiro@Blackstone.com>
Sent: Wednesday, December 14, 2022 5:29 PM
To: Lance, Kathleen <Lance.Kathleen@epa.gov>
Subject: RE: Contact info for EPA Administrator Michael Regan

Kathleen,

Of course. Jon's email and number are gray@blackstone.com and Ex. 6 Personal Privacy (PP) We're excited to follow up and stay connected after the meeting (I sent a note across earlier this week to the broader team), and happy to get the Administrator's number for our end as well,

Thanks a ton,
Mike

Michael Shapiro
Managing Director, Government Relations

Blackstone

345 Park Avenue, New York, New York 10154

T. 646-482-3032 M. 860-306-5849

michael.shapiro@blackstone.com

[Blackstone](#) | [@blackstone](#)

From: Lance, Kathleen <Lance.Kathleen@epa.gov>

Sent: Wednesday, December 14, 2022 4:45 PM

To: Shapiro, Michael <Michael.Shapiro@Blackstone.com>

Subject: Contact info for EPA Administrator Michael Regan

This Message Is From an External Sender

This message came from outside your organization.

Hi Michael – it was great to meet you in NYC on Monday.

Administrator Regan asked if you could help share the contact information for Jonathan Gray. Email and phone number would be great.

Happy to also pass along the Administrator's number if Jonathan would like it.

Kindly,

Kathleen C. Lance

Director of Scheduling and Advance

U.S. Environmental Protection Agency

Cell: (202) 941-1109

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Message

From: Enobakhare, Rosemary [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1825D7718F944EA7B623ADEC5A35CBBA-ENOBAXHARE,]
Sent: 12/7/2022 3:42:30 PM
To: Fitzpatrick, Jillian [Jillian.Fitzpatrick@Blackstone.com]
CC: Katz, Alex [alex.katz@blackstone.com]; Millan, Vanessa [Millan.Vanessa@epa.gov]; Shapiro, Michael [Michael.Shapiro@Blackstone.com]; Cortez Russell, Loni [Russell.Loni@epa.gov]; Jakob, Avivah [Jakob.Avivah@epa.gov]
Subject: RE: Connecting Team EPA & Team Blackstone

Are you available to chat today for 30 minutes between 1pm – 3pm?

The Administrator has an advance and security team that will need to do a walk through and coordinate with you all on his arrival. Who is the best contact for me to loop them in with?

Thanks,
Rosemary

From: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Sent: Wednesday, December 7, 2022 10:32 AM
To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Cc: Katz, Alex <alex.katz@blackstone.com>; Millan, Vanessa <Millan.Vanessa@epa.gov>; Shapiro, Michael <Michael.Shapiro@Blackstone.com>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>
Subject: RE: Connecting Team EPA & Team Blackstone

Absolutely. What works for you?

The meeting will be at 345 Park Avenue, NY, NY 10154. Our team will meet you in the lobby and escort you upstairs to our office.

Talk soon!

Best,
Jillian

From: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Sent: Wednesday, December 7, 2022 10:28 AM
To: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Cc: Katz, Alex <alex.katz@blackstone.com>; Millan, Vanessa <Millan.Vanessa@epa.gov>; Shapiro, Michael <Michael.Shapiro@Blackstone.com>; Cortez Russell, Loni <Russell.Loni@epa.gov>; Jakob, Avivah <Jakob.Avivah@epa.gov>
Subject: RE: Connecting Team EPA & Team Blackstone

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Hi there,

Sorry for the delay. Perfect, he'd be happy to meet with Elizabeth and Mike along with others from the team while he's in NYC. Can we find time today to hop on the phone to discuss this meeting? Can you also send over the location for this NYC meeting?

I'll circle back with a few timing options for you all to consider.

Thank you! Looking forward to the conversation as well.

Best,
Rosemary

From: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Sent: Tuesday, December 6, 2022 2:37 PM
To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Cc: Katz, Alex <alex.katz@blackstone.com>; Millan, Vanessa <Millan.Vanessa@epa.gov>; Shapiro, Michael <Michael.Shapiro@Blackstone.com>
Subject: RE: Connecting Team EPA & Team Blackstone

Hi, Rosemary –

Elizabeth Lewis, Deputy Head of ESG, and Mike Shapiro, GR Managing Director, would be happy to sit down with Administrator Regan on the 12th.

What times does he currently have available?

Look forward to the conversation.

Best,
Jillian

PS – Moving Emily to BCC to save her inbox!

From: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Sent: Monday, December 5, 2022 11:33 AM
To: Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>
Cc: Emily Spain <Emily.Spain@kkp.com>; Katz, Alex <alex.katz@blackstone.com>; Millan, Vanessa <Millan.Vanessa@epa.gov>
Subject: Re: Connecting Team EPA & Team Blackstone

This Message Is From an External Sender

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Perfect, thanks so much. Looking forward to hearing from you.

Best,
Rosemary

On Dec 5, 2022, at 11:29 AM, Fitzpatrick, Jillian <Jillian.Fitzpatrick@blackstone.com> wrote:

Thanks so much for the follow-up, Rosemary.

Let us check with our internal team to see who will be in town on the 12th and get back to you.
Appreciate your patience!

Best,
Jillian

From: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Sent: Monday, December 5, 2022 11:27 AM
To: Emily Spain <Emily.Spain@kkrr.com>; Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>; Katz, Alex <alex.katz@blackstone.com>
Cc: Millan, Vanessa <Millan.Vanessa@epa.gov>
Subject: RE: Connecting Team EPA & Team Blackstone

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Hi Jillian and Alex,

I wanted to follow up on Emily's email regarding a meeting with Environmental Protection Agency Administrator Michael S. Regan and your ESG leadership/team. Administrator Regan will be in NYC on Monday, December 12th and we'd love to pull something together with you all. Let me know if you are interested/available. If so, I'd love to hop on the phone with you this week to discuss.

Thanks,
Rosemary

Rosemary Enobakhare
Associate Administrator
Office of Public Engagement and Environmental Education
U.S. EPA Office of the Administrator
1200 Pennsylvania Ave., N.W.
Washington, DC 20460
Cell: 202.573.4614

From: Emily Spain <Emily.Spain@kkrr.com>
Sent: Monday, July 25, 2022 10:54 AM
To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>; Fitzpatrick, Jillian <Jillian.Fitzpatrick@Blackstone.com>; Katz, Alex <alex.katz@blackstone.com>
Subject: Connecting Team EPA & Team Blackstone

Hi there,

I hope everyone had a great weekend. Rosemary, I wanted to put you in touch with my friends Alex and Jillian at Blackstone. I mentioned you're working on some meetings for Administrator Regan on 8/4 and the Blackstone ESG team might be interested/available. Alex and Jillian, this is Rosemary who is the Assistant Administrator for Engagement at EPA. I'll let you all take it from here.

Cheers,
Emily

Emily Spain
Cell: 1.202.236.8248
emily.spain@kkf.com | www.kkf.com | www.kkfresg.com

=====

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Message

From: Enobakhare, Rosemary [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1825D7718F944EA7B623ADEC5A35CBBA-ENOBAKHARE,]
Sent: 12/11/2022 6:16:09 PM
To: Lance, Kathleen [Lance.Kathleen@epa.gov]
CC: Dickerson, Aaron [dickerson.aaron@epa.gov]; Cortez Russell, Loni [Russell.Loni@epa.gov]; Millan, Vanessa [Millan.Vanessa@epa.gov]
Subject: Blackstone memo
Attachments: 12 12 2022 NYC Blackstone Event Memo.docx

Please see the memo attached.

Sent from my iPhone

Message


From: Enobakhare, Rosemary [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1825D7718F944EA7B623ADEC5A35CBBA-ENOBAXHARE,]
Sent: 12/11/2022 6:25:27 PM
To: Millan, Vanessa [Millan.Vanessa@epa.gov]
Subject: Re: Millan, Vanessa shared "12 12 2022 NYC Blackstone Event Memo" with you.

Thank you!

Sent from my iPhone

On Dec 11, 2022, at 11:16 AM, Millan, Vanessa <Millan.Vanessa@epa.gov> wrote:

Hi Rosemary, I updated the memo to include the latest addition of Jon Gray, Blackstone's President and COO, stopping by the meeting.

 [12 12 2022 NYC Blackstone Event Memo.docx](#)

From: Millan, Vanessa
Sent: Friday, December 9, 2022 4:08 PM
To: Enobakhare, Rosemary <Enobakhare.Rosemary@epa.gov>
Subject: Millan, Vanessa shared "12 12 2022 NYC Blackstone Event Memo" with you.



Millan, Vanessa shared a file with you

Here is the drafted event memo for the Blackstone meeting on Monday!



[12 12 2022 NYC Blackstone Event Memo](#)



This link only works for the direct recipients of this message.

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Appointment

From: Enobakhare, Rosemary [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=1825d7718f944ea7b623adec5a35cbbba-Enobakhare,]
Sent: 12/7/2022 4:30:27 PM
To: Enobakhare, Rosemary [Enobakhare.Rosemary@epa.gov]; Millan, Vanessa [Millan.Vanessa@epa.gov]; Cortez Russell, Loni [Russell.Loni@epa.gov]; Jakob, Avivah [Jakob.Avivah@epa.gov]; Fitzpatrick, Jillian [Jillian.Fitzpatrick@Blackstone.com]; Katz, Alex [alex.katz@blackstone.com]; Shapiro, Michael [Michael.Shapiro@Blackstone.com]; Bascomb, Desiree [Bascomb.Desiree@epa.gov]
Subject: EPA/Blackstone NYC Meeting
Location: Microsoft Teams Meeting
Start: 12/7/2022 6:00:00 PM
End: 12/7/2022 6:30:00 PM
Show Time As: Busy

Required Attendees: Millan, Vanessa; Cortez Russell, Loni; Jakob, Avivah; Fitzpatrick, Jillian; Katz, Alex; Shapiro, Michael; Bascomb, Desiree

Microsoft Teams meeting

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Ex. 6 Personal Privacy (PP)

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sip:teams@video.epa.gov

Video Conference ID: Ex. 6 Personal Privacy (PP)

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Or call in (audio only)

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Appointment

From: Shapiro, Michael [Michael.Shapiro@Blackstone.com]
Sent: 1/9/2023 4:29:53 PM
To: Shapiro, Michael [Michael.Shapiro@Blackstone.com]; Enobakhare, Rosemary [Enobakhare.Rosemary@epa.gov]; Cortez Russell, Loni [Russell.Loni@epa.gov]; Bhandari, Pradnya [Bhandari.Pradnya@epa.gov]

Subject: Zoom: EPA Discussion with Mike Shapiro

Location: Ex. 6 Personal Privacy (PP)

Start: 1/9/2023 8:00:00 PM

End: 1/9/2023 8:25:00 PM

Show Time As: Tentative

Recurrence: (none)



Hi there,

Michael Shapiro is inviting you to a scheduled Zoom meeting.

Join Zoom Meeting

Meeting URL: Ex. 6 Personal Privacy (PP)

Join by Telephone

For higher quality, dial a number based on your current location.

Dial:

US: +1 646 931 3860 or +1 646 558 8656 or +1 305 224 1968 or +1 309 205 3325 or +1 312 626 6799 or +1 301 715 8592 or +1 564 217 2000 or +1 669 444 9171 or +1 669 900 6833 or +1 689 278 1000 or +1 719 359 4580 or +1 253 205 0468 or +1 253 215 8782 or +1 346 248 7799 or +1 360 209 5623 or +1 386 347 5053 or +1 507 473 4847 or 888 788 0099 (Toll Free) or 877 853 5247 (Toll Free)
United Kingdom: +44 208 080 6592 or +44 330 088 5830 or +44 131 460 1196 or +44 203 481 5237 or +44 203 481 5240 or +44 203 901 7895 or +44 208 080 6591 or 0 800 031 5717 (Toll Free)
Singapore: +65 3129 4892 or +65 3158 7288 or +65 3165 1065 or +65

3129 4891 or 800 852 6054 (Toll Free)
Hong Kong SAR: +852 5808 6088 or +852 3008 3297 or +852 3012
6283 or +852 5803 3730 or +852 5803 3731 or 800 931 645 (Toll
Free) or 800 906 780 (Toll Free) or 800 931 189 (Toll Free)
Australia: +61 8 6119 3900 or +61 8 7150 1149 or +61 2 8015 6011 or
+61 3 7018 2005 or +61 7 3185 3730 or 1800 893 423 (Toll Free)
China: +86 10 8783 3177 or +86 10 5387 6330
Costa Rica: +506 4100 7699 or +506 4036 0180
India: +91 224 879 8012 or +91 22 71 279 525 or +91 80 71 279 440
or +91 22 48 798 004
Philippines: +63 92 3099 0478 or 1800 1110 2219 (Toll Free)
Taiwan: +886 (2) 7741 7473
United Arab Emirates: 800 035 704 555 (Toll Free) or 800 035 704
239 (Toll Free)
Vietnam: +84 28 4458 2373

Meeting ID:

Ex. 6 Personal Privacy (PP)

International numbers

Join from an H.323/SIP room system

H.323: 162.255.37.11 (US West)
162.255.36.11 (US East)
221.122.88.195 (China)
115.114.131.7 (India Mumbai)
115.114.115.7 (India Hyderabad)
213.19.144.110 (Amsterdam Netherlands)
213.244.140.110 (Germany)
103.122.166.55 (Australia Sydney)
103.122.167.55 (Australia Melbourne)
209.9.211.110 (Hong Kong SAR)
149.137.40.110 (Singapore)
64.211.144.160 (Brazil)
69.174.57.160 (Canada Toronto)
65.39.152.160 (Canada Vancouver)
207.226.132.110 (Japan Tokyo)
149.137.24.110 (Japan Osaka)

Meeting ID: 919 4583 1147

SIP: 91945831147@zoomcrc.com

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Appointment

From: Enobakhare, Rosemary [Enobakhare.Rosemary@epa.gov]
Sent: 12/8/2022 2:30:15 AM
To: Cortez Russell, Loni [Russell.Loni@epa.gov]; Enobakhare, Rosemary [Enobakhare.Rosemary@epa.gov]; Millan, Vanessa [Millan.Vanessa@epa.gov]; Fitzpatrick, Jillian [Jillian.Fitzpatrick@Blackstone.com]; Bascomb, Desiree [Bascomb.Desiree@epa.gov]
Subject: Meeting (ScheduledMeeting)/Thread Id:
19:meeting_NGM5ZDE2N2EtNDE2MS00MWJhLWE1OGltOGY2ZGI3N2I3NDcz@thread.v2/Communication Id:
e4e1bc35-752e-4761-bd96-078d175eb8c3/Cortez Russell, Loni,Enobakhare, Rosemary,Millan, Vanessa,Fitzpatrick,
Jillian,Bascomb, D...

Start: 12/7/2022 6:01:57 PM
End: 12/7/2022 6:16:29 PM
Show Time As: Busy

Recurrence: (none)

Required Attendees: Cortez Russell, Loni; Enobakhare, Rosemary; Millan, Vanessa; Fitzpatrick, Jillian; Bascomb, Desiree

Start Time (UTC): 12/7/2022 6:01:57 PM
End Time (UTC): 12/7/2022 6:16:29 PM
Duration: 00:14:31.9588291

[12/7/2022 6:02:30 PM (UTC)] Russell.Loni@epa.gov joined.
[12/7/2022 6:16:24 PM (UTC)] Russell.Loni@epa.gov left.
[12/7/2022 6:02:23 PM (UTC)] Enobakhare.Rosemary@epa.gov joined.
[12/7/2022 6:16:24 PM (UTC)] Enobakhare.Rosemary@epa.gov left.
[12/7/2022 6:01:57 PM (UTC)] Millan.Vanessa@epa.gov joined.
[12/7/2022 6:16:29 PM (UTC)] Millan.Vanessa@epa.gov left.
[12/7/2022 6:04:38 PM (UTC)] Jillian.Fitzpatrick@Blackstone.com joined.
[12/7/2022 6:16:25 PM (UTC)] Jillian.Fitzpatrick@Blackstone.com left.
[12/7/2022 6:06:57 PM (UTC)] Bascomb.Desiree@epa.gov joined.
[12/7/2022 6:06:57 PM (UTC)] Bascomb.Desiree@epa.gov left.

Appointment

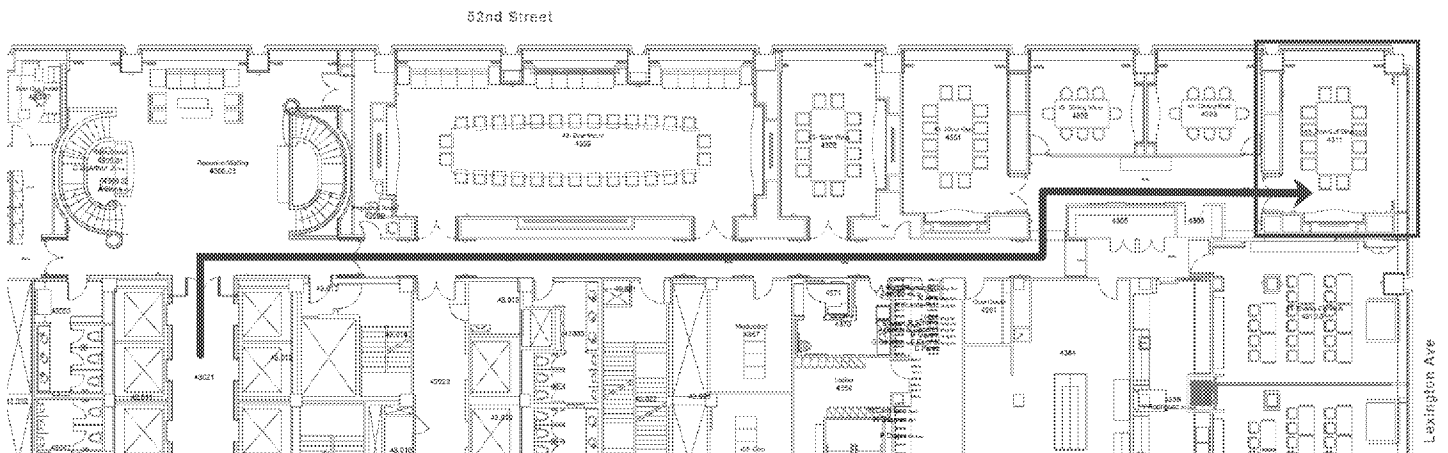
From: Shapiro, Michael [Michael.Shapiro@Blackstone.com]
Sent: 12/9/2022 6:26:50 PM
To: Shapiro, Michael [Michael.Shapiro@Blackstone.com]; Lewis, Elizabeth [Elizabeth.Lewis@Blackstone.com]; Summers, Kurt [Kurt.Summers@Blackstone.com]; Klimczak, Sean [klimczak@Blackstone.com]
CC: Etheridge, Wesley [Wesley.Etheridge@Blackstone.com]; Zephir, Nailah [Nailah.Zephir@Blackstone.com]; Miller, Kristi [Kristi.Miller@Blackstone.com]; Frausto, Jordan [Jordan.Frausto@Blackstone.com]; Jacques, Laurelle [Laurelle.Jacques@Blackstone.com]; Enobakhare, Rosemary [Enobakhare.Rosemary@epa.gov]; Lance, Kathleen [Lance.Kathleen@epa.gov]; Michalos, Maria [Michalos.Maria@epa.gov]; Katz, Alex [alex.katz@blackstone.com]; Gray, Jonathan [Gray@Blackstone.com]; Carlson, Laurie [carlsonl@blackstone.com]

Subject: Michael S. Regan and EPA Team Meeting with Blackstone
Attachments: image001.png
Location: 345 Park - 43 Board of Directors Room (Location: 4311) - 43rd Floor

Start: 12/12/2022 7:30:00 PM
End: 12/12/2022 8:30:00 PM
Show Time As: Busy

Recurrence: (none)

To get to the 43 Board of Directors room, from the elevators on Floor 43 turn right in the main lobby towards the main 43 Boardroom, walk down the main hallway away from the lobby past the main 43 Boardroom, turn left into the side hallway toward the 43 dining rooms, and then turn right and continue to the end of the side hallway which has a door to the 43 Board of Directors room.



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Appointment

From: O'Brien, Grant [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=F28F4E2488254DB5B6BA405D042C5A71-OBRIEN, GRA]
Sent: 12/1/2022 10:07:53 PM
To: O'Brien, Grant [OBrien.Grant@epa.gov]

Subject: Walkthrough: The Blackstone Group (Unconfirmed)
Location: 345 Park Avenue (New York, NY)

Start: 12/11/2022 6:00:00 PM
End: 12/11/2022 7:00:00 PM
Show Time As: Busy

Message

From: Lance, Kathleen [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=77D5FB0F86E0487FB806EC7D3E259AD0-LANCE, KATH]
Sent: 12/14/2022 9:45:15 PM
To: michael.shapiro@blackstone.com
Subject: Contact info for EPA Administrator Michael Regan

Hi Michael – it was great to meet you in NYC on Monday.

Administrator Regan asked if you could help share the contact information for Jonathan Gray. Email and phone number would be great.

Happy to also pass along the Administrator's number if Jonathan would like it.

Kindly,

Kathleen C. Lance
Director of Scheduling and Advance
U.S. Environmental Protection Agency
Cell: (202) 941-1109

Message

From: Lance, Kathleen [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=77D5FB0F86E0487FB806EC7D3E259AD0-LANCE, KATH]
Sent: 12/11/2022 6:41:37 PM
To: O'Brien, Grant [OBrien.Grant@epa.gov]
Subject: NYC SKETCH
Attachments: 0100 2022 12 12 line x line.docx

Importance: High

Kathleen C. Lance
Director of Scheduling and Advance
U.S. Environmental Protection Agency
Cell: (202) 941-1109

ADMINISTRATOR MICHAEL S. REGAN

Monday, December 12, 2022

Travel to New York, NY

Weather:	
Washington, DC	High: 47 degrees/ Low: 28 degrees, Precipitation: 5%, Partly Cloudy
Charleston, WV	High: 42 degrees/ Low: 26 degrees, Precipitation: 11%, Partly Cloudy
Attire:	Business
PSD: DC AM	Ex. 6 Personal Privacy (PP)
PSD: NY	Ex. 6 Personal Privacy (PP)
PSD: DC PM	Ex. 6 Personal Privacy (PP)

5:45AM EDT

7:00AM EDT-8:19AM EDT

Ex. 5 Deliberative Process (DP)

8:35AM EDT

9:30AM-10:00AM EDT

Ex. 5 Deliberative Process (DP)

10:45AM-11:15AM EDT

11:15AM-1:00PM EDT

1:00PM EDT

1:30PM-2:00PM EDT

Ex. 5 Deliberative Process (DP)

2:00PM EDT

2:30PM-3:30PM EDT

Meeting with Blackstone

Location: 345 Park Avenue, New York NY
43 Board of Directors Room – 43rd Floor

Ct: Rosemary Enobakhare

Press: Closed

Planned Participants:

- Administrator Regan
- Rosemary Enobakhare
- Maria Michalos
- Kathleen Lance

3:30PM EDT

DEPART Blackstone en route LaGuardia Airport (LGA)

5:59PM EDT-7:32PM EDT

Ex. 5 Deliberative Process (DP)

7:45PM EDT

Message

From: Lance, Kathleen [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=77D5FB0F86E0487FB806EC7D3E259AD0-LANCE, KATH]
Sent: 12/14/2022 11:00:15 PM
To: Shapiro, Michael [Michael.Shapiro@Blackstone.com]
Subject: RE: Contact info for EPA Administrator Michael Regan

Wonderful! His work cell:

Ex. 6 Personal Privacy (PP)

Kathleen C. Lance
Director of Scheduling and Advance
U.S. Environmental Protection Agency
Cell: (202) 941-1109

From: Shapiro, Michael <Michael.Shapiro@Blackstone.com>
Sent: Wednesday, December 14, 2022 5:29 PM
To: Lance, Kathleen <Lance.Kathleen@epa.gov>
Subject: RE: Contact info for EPA Administrator Michael Regan

Kathleen,

Of course. Jon's email and number are gray@blackstone.com and [Ex. 6 Personal Privacy \(PP\)](#). We're excited to follow up and stay connected after the meeting (I sent a note across earlier this week to the broader team), and happy to get the Administrator's number for our end as well,

Thanks a ton,
Mike

Michael Shapiro
Managing Director, Government Relations

Blackstone
345 Park Avenue, New York, New York 10154
T. 646-482-3032 **M.** 860-306-5849
michael.shapiro@blackstone.com
[Blackstone](#) | [@blackstone](#)

From: Lance, Kathleen <Lance.Kathleen@epa.gov>
Sent: Wednesday, December 14, 2022 4:45 PM
To: Shapiro, Michael <Michael.Shapiro@Blackstone.com>
Subject: Contact info for EPA Administrator Michael Regan

This Message Is From an External Sender

This message came from outside your organization.

Hi Michael – it was great to meet you in NYC on Monday.

Administrator Regan asked if you could help share the contact information for Jonathan Gray. Email and phone number would be great.

Happy to also pass along the Administrator's number if Jonathan would like it.

Kindly,

Kathleen C. Lance
Director of Scheduling and Advance
U.S. Environmental Protection Agency
Cell: (202) 941-1109

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Appointment

From: Lance, Kathleen [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=77d5fb0f86e0487fb806ec7d3e259ad0-Lance, Kath]
Sent: 12/9/2022 6:29:06 PM
To: Shapiro, Michael [Michael.Shapiro@Blackstone.com]
Subject: Accepted: Michael S. Regan and EPA Team Meeting with Blackstone
Location: 345 Park - 43 Board of Directors Room (Location: 4311) - 43rd Floor
Start: 12/12/2022 7:30:00 PM
End: 12/12/2022 8:30:00 PM
Show Time As: Busy

Message

From: Shapiro, Michael [Michael.Shapiro@Blackstone.com]
Sent: 12/15/2022 10:28:17 PM
To: Lance, Kathleen [Lance.Kathleen@epa.gov]
CC: Lewis, Elizabeth [Elizabeth.Lewis@Blackstone.com]
Subject: RE: Contact info for EPA Administrator Michael Regan

Kathleen,

Any chance you have active email address as well?

Thanks so much,
Mike

Michael Shapiro
Managing Director, Government Relations

Blackstone
345 Park Avenue, New York, New York 10154
T. 646-482-3032 M. 860-306-5849
michael.shapiro@blackstone.com
[Blackstone](#) | [@blackstone](#)

From: Lance, Kathleen <Lance.Kathleen@epa.gov>
Sent: Wednesday, December 14, 2022 6:00 PM
To: Shapiro, Michael <Michael.Shapiro@Blackstone.com>
Subject: RE: Contact info for EPA Administrator Michael Regan

This Message Is From an External Sender

This message came from outside your organization.

Wonderful! His work cell: Ex. 6 Personal Privacy (PP)

Kathleen C. Lance
Director of Scheduling and Advance
U.S. Environmental Protection Agency
Cell: (202) 941-1109

From: Shapiro, Michael <Michael.Shapiro@Blackstone.com>
Sent: Wednesday, December 14, 2022 5:29 PM
To: Lance, Kathleen <Lance.Kathleen@epa.gov>
Subject: RE: Contact info for EPA Administrator Michael Regan

Kathleen,

Of course. Jon's email and number are gray@blackstone.com and Ex. 6 Personal Privacy (PP) We're excited to follow up and stay connected after the meeting (I sent a note across earlier this week to the broader team), and happy to get the Administrator's number for our end as well,

Thanks a ton,
Mike

Michael Shapiro
Managing Director, Government Relations

Blackstone
345 Park Avenue, New York, New York 10154
T. 646-482-3032 M. 860-306-5849
michael.shapiro@blackstone.com
[Blackstone](#) | [@blackstone](#)

From: Lance, Kathleen <Lance.Kathleen@epa.gov>
Sent: Wednesday, December 14, 2022 4:45 PM
To: Shapiro, Michael <Michael.Shapiro@Blackstone.com>
Subject: Contact info for EPA Administrator Michael Regan

This Message Is From an External Sender

This message came from outside your organization.

Hi Michael – it was great to meet you in NYC on Monday.

Administrator Regan asked if you could help share the contact information for Jonathan Gray. Email and phone number would be great.

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Kindly,

Kathleen C. Lance
Director of Scheduling and Advance
U.S. Environmental Protection Agency
Cell: (202) 941-1109

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Message

From: Dyson, Ray [Dyson.Ray@epa.gov]
Sent: 1/3/2023 5:35:49 PM
To: Meza, Michelle [Meza.Michelle@epa.gov]; Lance, Kathleen [Lance.Kathleen@epa.gov]
Subject: RE: (Reminder) EPA Weekly Cabinet Report and Infrastructure Addendum - 1/3
Attachments: DRAFT 12_15_2022 EPA Weekly Cabinet Report Dec22.docx

Warmly,
Rae Dyson (She/Her)
Office of the White House Liaison | @EPA
202-381-8097



From: Meza, Michelle <Meza.Michelle@epa.gov>
Sent: Tuesday, January 3, 2023 11:07 AM
To: Dyson, Ray <Dyson.Ray@epa.gov>; Lance, Kathleen <Lance.Kathleen@epa.gov>
Subject: RE: (Reminder) EPA Weekly Cabinet Report and Infrastructure Addendum - 1/3

Hi Rae – Happy New Year to you as well!

Please could share the link to access this week's weekly report?

Thanks!

Michelle Meza
Scheduler - Office of the Administrator
U.S. Environmental Protection Agency
Cell: (202) 209-4014

From: Dyson, Ray <Dyson.Ray@epa.gov>
Sent: Tuesday, January 3, 2023 8:45 AM
To: Utech, Dan <Utech.Dan@epa.gov>; Carpenter, Wesley <Carpenter.Wesley@epa.gov>; Hoover, Zealan <Hoover.Zealan@epa.gov>; Monger, Jon <Monger.Jon@epa.gov>; Dyson, Ray <Dyson.Ray@epa.gov>
Cc: Trejos, Kevin <Trejos.Kevin@epa.gov>; Cascone, Gabriella <Cascone.Gabriella@epa.gov>
Subject: (Reminder) EPA Weekly Cabinet Report and Infrastructure Addendum - 1/3

Happy New Year!

This is the a gentle reminder that the Weekly Report is due by **COB Today 1/3! This should contain information from the last 3 weeks.** Please review the reminder below.

- **Please spell out EPA when it's first used in your submissions** (i.e The U.S. Environmental Protection Agency (EPA))

Warm Regards,
Rae Dyson (She/Her)
Deputy White House Liaison
Environmental Protection Agency
(202) 381-8097 | [Join Us](#)



WEEKLY REPORT

December 15th, 2022

Redacted with Requester Consent

Redacted with Requester Consent

Redacted with Requester Consent

Redacted with Requester Consent

Redacted with Requester Consent

Redacted with Requester Consent

Noteworthy public engagement:

Administrator Regan

- On December 12th, Administrator Regan was joined by Associate Administrator Enobakhare on a trip to New York to meet with private equity and investment management firm, Blackstone.

Redacted with Requester Consent

Redacted with Requester Consent

Appointment

From:

Ex. 6 Administrator Reagan

Sent: 12/7/2022 10:23:55 PM

To: scheduling [scheduling@epa.gov]

Subject: Accepted: Blackstone Meeting

Start: 12/12/2022 7:30:00 PM

End: 12/12/2022 8:30:00 PM

Recurrence: (none)

Appointment

From: Lance, Kathleen [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=77d5fb0f86e0487fb806ec7d3e259ad0-Lance, Kath]
on behalf of scheduling [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=A09DF6A2E7DD4552A8D6ECD14F44506B-SCHEDULING]
Sent: 12/7/2022 6:26:37 PM
To: scheduling [scheduling@epa.gov]; **Ex. 6 Administrator Regan**
Subject: Meeting with Blackstone Leadership
Location: 345 Park Avenue (New York, NY)
Start: 12/12/2022 7:30:00 PM
End: 12/12/2022 8:30:00 PM
Show Time As: Busy

Required Attendees: **Ex. 6 Administrator Regan**

Planned Participants:
-Administrator Regan
-Rosemary Enobakhare
-Maria Michalos
-Kathleen Lance
-Blackstone Leadership Team

Appointment

From: Dickerson, Aaron [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=d0440d9f06994021827e0d0119126799-Dickerson,]
on behalf of scheduling [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=A09DF6A2E7DD4552A8D6ECD14F44506B-SCHEDULING]
Sent: 12/12/2022 3:06:56 AM
To: scheduling [scheduling@epa.gov]; **Ex. 6 Administrator Regan**
Subject: Depart Blackstone en route LaGuardia Airport (LGA)
Start: 12/12/2022 8:30:00 PM
End: 12/12/2022 9:00:00 PM
Show Time As: Busy

Required Attendees:

Ex. 6 Administrator Regan

Appointment

From: Dickerson, Aaron [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=d0440d9f06994021827e0d0119126799-Dickerson,]
on behalf of scheduling [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=A09DF6A2E7DD4552A8D6ECD14F44506B-SCHEDULING]
Sent: 12/12/2022 3:04:17 AM
To: scheduling [scheduling@epa.gov]; **Ex. 6 Administrator Regan**
Subject: Depart NBC Studios en route Blackstone
Location: 345 Park Avenue (New York, NY)
Start: 12/12/2022 7:00:00 PM
End: 12/12/2022 7:06:00 PM
Show Time As: Busy

Required Attendees: **Ex. 6 Administrator Regan**

Appointment

From: scheduling [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=A09DF6A2E7DD4552A8D6ECD14F44506B-SCHEDULING]
Sent: 12/7/2022 6:26:38 PM
To: Ex. 6 Administrator Regan
Subject: Blackstone Meeting
Start: 12/12/2022 7:30:00 PM
End: 12/12/2022 8:30:00 PM
Show Time As: Tentative

Required Attendees: Ex. 6 Administrator Regan